

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
CITY MANAGER						
City Manager	1	1	1	1	0	1
Deputy City Manager	2	2	2	2	0	2
Executive Admin Assistant	1	1	1	1	0	1
Executive Assistant	1	1	1	1	0	1
PIO - Management Assistant	1	1	1	1	0	1
Intergovernmental Liaison	0	0	0	0	1	1
Total	6	6	6	6	1	7
CITY CLERK						
City Clerk	1	1	1	1	0	1
City Records Technician	0	0	1	1	0	1
Deputy City Clerk	1	1	1	1	0	1
Executive Admin Assistant	1	1	1	1	0	1
Total	3	3	4	4	0	4
CAPITAL IMPROVEMENTS						
Admin Spclst	1	0	0	0	0	0
Capital Improvements Engineer	2	2	2	2	0	2
Eng Project Manager I	2	2	2	0	0	0
Eng Project Manager II	3	3	3	0	0	0
Engineering Technician IV	1	1	1	1	0	1
Intern	0.5	0.5	0.5	0.5	0	0.5
Project Manager	0	0	0	10	0	10
Senior Project Manager	5	5	5	0	0	0
Total	14.5	13.5	13.5	13.5	0	13.5
HUMAN RESOURCES						
Admin Assistant	1	1	1	1	0	1
Admin Specialist	1	1	1	1	0	1
Human Resources Analyst	1	0.5	0.5	0.5	0.25	0.75
Human Resources Benefit Spec.	0	0	1	1	0	1
Human Resources Director	0	1	1	1	0	1
Human Resources Manager	1	0	1	1	0	1
Human Resources Specialist	1	1	1	0	0	0
Human Resources Supervisor	1	1	0	0	0	0
Human Resources Recrt Spec	0	0	0	1	0	1
Total	6	5.5	6.5	6.5	0.25	6.75
RISK MANAGEMENT						
Risk Manager	1	1	1	1	0	1
Insurance Claim Specialist	0	0	1	1	0	1
Safety/Risk Management Specialist	1	1	1	1	0	1
Total	2	2	3	3	0	3

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LAW						
Admin Asst	1	1	1	1	0	1
Admin Spclst	2	2	2	2	0	2
Admin Spec Supervisor	0	0	0	1	0	1
Asst City Attorney	0	0	0	4	0	4
Asst City Attny-Chief Prosecutor	1	0	0	0	0	0
Asst City Attorney-Civil I	2	0	0	0	0	0
Asst City Attorney-Civil II	1	0	0	0	0	0
Asst City Attny-Prosecution	4	4	3	0	0	0
City Attorney	1	1	1	1	0	1
Deputy City Attorney	0	1	1	1	0	1
Executive Assistant/Paralegal	0	1	1	0	0	0
Intern	0.25	0.25	0.25	0.25	0	0.25
Legal Assistant	0	0	0	1	0	1
Prosecutor II	0	0	1	0	0	0
Senior Ass't City Attorney	0	3	4	5	0	5
Total	12.25	13.25	14.25	16.25	0	16.25
INFORMATION TECHNOLOGY						
Application Support Specialist I	0	0	1	1	0	1
Application Support Specialist II	0	0	0	1	0	1
Client Service Administrator	1	0	0	0	0	0
Computer Tech I	2	0	0	0	0	0
Computer Tech II	1	1	0	0	0	0
Database Analyst III	1	1	1	1	0	1
GIS Analyst Senior	0	0	0	1	0	1
GIS Manager	1	1	1	1	0	1
GIS Programmer Analyst	0	0	1	0	0	0
GIS Specialist	0	0	1	1	0	1
GIS System Analyst	1	1	1	0	0	0
GIS Technician	1	1	2	2	0	2
Software Specialist	0	0	1	0	0	0
Series Administrator	0	1	0	0	0	0
Info. Sys. Customer Svc. Rep.	1	0	0	0	0	0
Information Systems Mgr.	1	0	0	0	0	0
IT Director	0	1	1	1	0	1
IT Services Specialist	0	2	2	2	0	2
IT Services Supervisor	0	1	1	1	0	1
Network Administrator	0	1	1	1	0	1
Network Analyst	1	0	0	0	0	0
Programmer/Analyst I	1	0	0	0	0	0
Senior GIS Technician	1	1	0	0	0	0
Senior Network Administrator	0	1	0	1	0	1
System and Applications Mgr	0	0	0	1	0	1
System Administrator	0	0	1	1	0	1
Window System Administrator	0	1	1	0	0	0
Total	13	14	16	16	0	16

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MANAGEMENT SERVICES						
Admin Asst	1.5	2.5	2.5	3	0	3
Admin Spclst	1	1	1	1	0	1
Buyer	1	1	1	2	0	2
Contract Specialist	1	1	1	0	0	0
Mail/Duplication Aide	1	0	0	0	0	0
Management Services Director	1	1	1	1	0	1
Purchasing Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Senior Buyer	2	2	2	0	0	0
Senior Procurement Specialist	0	0	0	3		3
Storekeeper	1	0	0	0	0	0
Warehouse Technician	0	1	1	1	0	1
Total	11.5	11.5	11.5	13	0	13
SALES TAX						
Account Clerk II	1	0	0	0	0	0
Accounts Receivable Specialist	0	1	1	1	0	0
Accounts Specialist	0	0	0	0	0	1
Admin Assistant	2.5	2.5	2.5	2.5	0	2.5
Auditor II	2	2	2	2	0	2
Collections Specialist	0	0	0	1	0	2
Revenue Collector	2	2	2	1	0	0
Tax Licensing & Revenue Adm	1	1	1	1	0	1
Total	8.5	8.5	8.5	8.5	0	8.5
LIBRARY - CITY/GRANTS						
Admin Specialist	1.5	1.5	1.5	1.5	0.13	1.63
Librarian	1	1	1	2	0	2
Library Assistant I	13.5	13.5	14.38	16.01	0.75	16.76
Library Assistant I, Bookmobile	0	0	0	0	0.0	0
Library Assist. I (temp)	2.75	2.75	2.75	2.75	0.25	3
Library Assistant II	3	3	3	3	0	3
Library Cataloging Assistant	1	1	1	1	0	1
Library Clerk I	5.5	5.5	6.5	7.38	0	7.38
Library Clerk I (temp)	2	2	2.75	3.25	0.5	3.75
Library COE Aide	0.25	0.25	0.25	0.25	0	0.25
Library Director	1	1	1	1	0	1
App Support Specialist II	0	0	0	0	1	1
Library Inf. Syst. Coord.	2	2	2	0	0	0
Library Inf. Tech. Coord.	0	0	0	2	0	2
Library Manager	2	2	3	3	0	3
Library Page	1.5	1.5	2	2	0	2
Library Page (temp)	1	1	1	1	0	1
Library Staff: Sunday	0	0	0	0	3	3
Library Supervisor	2	2	1	1	0	1
Network Analyst II	0	0	0	0	1	1
Total	40	40	43.13	47.14	6.63	53.77

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FINANCE						
Account Clerk I	2	2	2	2	0	2
Account Clerk II	0	0	1	1	0	1
Accountant I	1	1	1	1	0	1
Accountant II	4	4	4	5	0	5
Accounts Payable Specialist	1	1	1	1	0	0
Accounts Specialist	0	0	0	0	0	1
Finance/Budget Manager	1	1	1	1	0	1
Grants Manager	1	1	1	1	0	1
Intern	0	0	0.14	0.14	0	0.14
Payroll Assistant	1	1	1	1	0	1
Payroll Specialist	1	1	0	0	0	0
Payroll Supervisor	0	0	1	1	0	1
Total	12	12	13.14	14.14	0	14.14
MPO						
Intern	0.25	0.25	0.25	0.38	0	0.38
Administrative Assistant	0	0	0.5	0.5	0	0.5
Metro Planning Org Manager	0	1	1	1	0	1
Multi modal Planner	0	1	1	1	0	1
Transportation Planner	1	0	0	0	0	0
Total	1.25	2.25	2.75	2.88	0	2.88
COMMUNITY DEVELOPMENT ADMIN						
Admin Spcialst	2	1	1	2	0	2
Community Development Dir.	1	1	1	1	0	1
Deputy Community Development Dir.	1	0	0	0	0	0
Total	4	2	2	3	0	3
PLANNING & DEVELOPMENT SERVICES						
Admin Spclst	1	2	2	2	0	2
Advanced Planning Manager	0	0	0	1	0	1
Associate Planner	Transfer	0	1	1	0	1
Building & Develp Services Dir	Transfer	1	1	0	0	0
Building and Safety Manager	Transfer	1	0	0	0	0
Building Inspection Section Mgr	0	0	1	1	0	1
Building Official-Proj Rev Sctn Mgr	0	0	0	1	0	1
Building Plans Examiner	0	0	3	4	0	4
Case Manager	0	4	5	5	0	5
City Engineer	1	1	1	0	0	0
Code Compliance Officer I	0	0	0	2	-1	1
Code Compliance Officer II	0	0	0	1	0	1
Code Compliance Supervisor	0	0	0	1	0	1
Construction Manager	1	1	1	Transfer	0	0
Development Review Planner	Transfer	0	0	0	0	0
Development Services Director	Transfer	1	1	0	0	0
Development Services Rep	Transfer	2	2	2	0	2
Engineering Project Manager I	Transfer	2	2	0	0	0
Engineering Project Manager II	Transfer	1	1	0	0	0
Engineering Technician I p-time	0.5	0.5	0.5	Transfer	0	0
Engineering Technician II	1	1	1	Transfer	0	0
Engineering Technician III	1	1	1	Transfer	0	0

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PLANNING & DEVELOPMENT SERVICES (cont.)						
Engineering Technician IV	2	1	1	Transfer	0	0
Inspector I	4	9	9	5	0	5
Inspector II	1	4	6	4	0	4
Inspection Supervisor	1	1	1	Transfer	0	0
Material Tech I (temp)	1.5	0.5	0.5	Transfer	0	0
Materials Tech. I	1	2	2	Transfer	0	0
Materials Tech. II	1	1	1	Transfer	0	0
Planner	Transfer	0	0	0	0	0
Planning Director	0	0	0	1	0	1
Plans Examiner	Transfer	4	1	0	0	0
Private Dev. Eng.	1	0	0	Transfer	0	0
Project Mgr. I	2	0	0	0	0	0
Project Mgr. II	1	0	0	0	0	0
Project Management Admin.	0	1	1	1	0	1
Traffic Eng. Mgr.	1	0	0	0	0	0
Traffic Projects & R/W Mgr.	1	0	0	0	0	0
Transportation Planner	0	0	0	0	0	0
Zoning Code Administrator	0	0	0	1	0	1
Total	23	42	46	33	-1	32
ENGINEERING						
Admin Spclst	1	1	1	1	0	1
Assistant City Engineer	0	0	0	1	0	1
Building & Safety Manager	1	0	0	0	0	0
Building & Develop Services Dir	1	0	0	0	0	0
City Engineer	0	0	0	1	0	1
Community Improvement Director	Transfer	1	1	0	0	0
Construction Manager	0	0	0	1	0	1
Development Services Rep	2	0	0	0	0	0
Engineering Inspector	0	0	0	0	0	6
Engineering Project Manager	0	1	1	0	0	0
Engineering Technician I p-time	0	0	0	0.5	0	0.5
Engineering Technician II	0	0	0	1	0	1
Engineering Technician III	0	0	0	1	0	1
Engineering Technician IV	0	0	0	1	0	1
Engineering Tech IV	Transfer	0	0	0	0	0
Inspector I	5	0	0	4	0	0
Inspector II	3	0	0	2	0	0
Inspection Supervisor	0	0	0	1	0	1
Intern	0	0	0	0.5	0	0.5
Material Tech Aide	0	0	0	0.5	0	0.5
Materials Tech I	0	0	0	2	0	2
Materials Tech II	0	0	0	1	0	1
Project Manager	0	0	0	6	0	6
Traffic Eng. Mgr.	Transfer	1	1	1	0	1
Traffic Project Manager II	0	1	2	0	0	0
Transportation Intern	0	0.25	0.25	0	0	0
Plans Examiner	3	0	0	0	0	0
Total	16	5.25	6.25	25.5	0	25.5

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COMMUNITY INVESTMENT						
Admin Spclst	1	2	2	2	0	2
Associate Planner	3	1	1	0	0	0
Community Code Administrator	0	1	1	Transfer	0	0
Community Code Enf Officer	0	0	2	Transfer	0	0
Community Code Officer II	0	0	1	Transfer	0	0
Community Code Enf Supervisor	0	0	1	Transfer	0	0
Community Housing & Grants Adm	0	0	1	1	0	1
Community Housing Manager	0	0	0	1	0	1
Community Housing/NeighPlanner	0	0	0	1	0	1
Community Investment Director	Transfer	1	1	1	0	1
Comm/Neighborhood Planner	0	0	0	1	0	1
Community Planner	0	0	1	1	0	1
Comm Reinvestment/ED Mgr	0	0	0	1	0	1
Current Planner	1	0	0	0	0	0
Development Review Planner	1	0	0	0	0	0
Housing Manager	1	1	1	0	0	0
Housing Planner	1	1	1	0	0	0
Housing Project Coordinator	0	0	0	1	0	1
Housing and CD Specialist	1	1	0	0	0	0
Land Trust Manager	0	1	1	1	0	1
Long Range Planner	1	1	1	0	0	0
Planner	2	0	0	0	0	0
Planning & Community Design Mgr	0	0	1	1	0	1
Planning Director	1	0	0	0	0	0
Redevelopment Program Mgr.	1	1	1	0	0	0
Zoning Enforce. Officer	1	1	0	0	0	0
Zoning Code Enf Official	1	1	0	0	0	0
Total	16	13	17	12	0	12
DOWNTOWN MANGEMENT						
Downtown Manager	0	0	0	1	0	1
Parking Ambassador	0	0	0	0	3	3
Park Maintanace	0	0	0	0	1	1
Total	0	0	0	1	4	5
FIRE						
Admin Asst	1	1	1	1	0	1
Admin Spclst	1	1	1	1	0	1
Asst. Fire Chief	2	2	2	0	0	0
Asst. Fire Fule Mgr	0	0	0	1	0	1
Asst. Fuel Mgr.	1	1	1	0	0	0
Community Firewise Coordinator	0	0	0	1	0	1
Deputy Fire Chief	0	0	0	2	0	2
Fire Battalion Chief	3	3	3	4	0	4
Fire Captain	21	21	21	21	0	21
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	36	36	39	39	0	39
Fire Fighter Fuel Mgt Tech	0	0	0	2	0	2
Fire Inspector II	2	2	2	3	0	3
Fire Training Officer	1	1	1	0	0	0
FireWise Coordinator	0	1	1	0	0	0
Fuel Manager	0	0	0	1	0	1
Fuel Management Officer	1	1	1	0	0	0
Fuel Mgt. Crew Member	2.75	2.75	2.75	2.75	0	2.75
Fuel Mgt. Leadworker	1	1	1	1	0	1
Fuel Management Technicians	2	2	2	0	0	0
Support Services Coordinator	0	0	0	0	0	0
Total	96.75	97.75	100.75	101.75	0	101.75

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POLICE						
Admin Asst	10	10	10	10	0	0
Admin Asst Records Impound	0	0	0	0	2	0
Admin Spclst	4	4	4	4	0	15
Admin Spclst Volunteer Coord	0	0	0	0	0	0
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Dispatch Admin Call Taker	0	0	0	1	1	2
Emerg Comm Specialist	22	25	25	0	0	0
Emerg Comm Specclst - Idwkr	4	4	4	0	0	0
Evidence Technician	2	2	3	3	0	3
Parking Control Officer	1	1	1	1	0	1
Police Chief	1	1	1	1	0	1
Police Communications Mgr	1	1	1	1	0	1
Police Corporal/Det.	17	17	18	18	0	18
Police Emerg Comm Specialist	0	0	0	25	0	25
Police Emerg Comm Specclst - Idwkr	0	0	0	5	0	0
Police Emerg Comm Specclst Sup.	0	0	0	0	0	5
Police Lieutenant	4	5	4	5	0	5
Police Officer	64	65	68	77	4	81
Police Records Leadworker	1	1	1	1	0	0
Police Records Supervisor	0	0	0	0	0	2
Police Records Temp/COE	0	0	0	0	0	0
Police Sergeant	11	12	12	12	0	12
Police Special Serv. Sup	1	1	1	1	0	1
Police Support Serv. Mgr.	1	1	1	1	0	1
Property Control Coord	1	1	1	2	0	2
Total	149	155	159	172	7	179
POLICE GRANTS						
Admin Spclst	1	1	1	1	0	1
Police Officer	Transfer	3	3	0	0	0
Police Sergeant	1	1	1	1	0	1
Total	2	5	5	2	0	2
PUBLIC WORKS ADMINISTRATION						
Admin Spclst	1	1	1	1	0	1
Assistant Public Works Director	0	0	0	1	0	1
Public Works Director	1	1	1	1	0	1
Senior Project Manager	1	1	1	1	0	1
Total	3	3	3	4	0	4
PARKS						
Maintenance Worker - Temps	7	6.75	6.75	8	-2.54	5.46
Maintenance Worker	0	0	0	0	0	25
Maintenance Worker I	6	7	8	11	2	0
Maintenance Worker II	8	9	9	8	2	0
Maintenance Worker III	1	1	1	2	0	0
Maintenance Worker III Leadworker	1	1	1	0	0	0
Parks Supt.	1	1	1	1	0	1
Parks Supervisor	0	0	0	1	0	1
Total	24	25.75	26.75	31	1.46	32.46

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FLEET SERVICES						
Buyer	0	0	0	1	0	1
Buyer I	1	1	1	0	0	0
Fleet Manager	0	0	0	0	0	1
Fleet Mgmt. Supt.	1	1	1	1	0	1
Fleet Supervisor	1	1	1	1	0	0
Mechanic Aide	1	1	1	1	0	1
Mechanic I	2	2	2	2	0	2
Mechanic II	6	6	6	4	0	4
Mechanic III Leadworker	0	0	0	2	0	2
Parts Specialist	0	0	0	1	0	1
Service Writer	1	1	1	1	0	1
Welder	1	1	1	1	0	1
Total	14	14	14	15	0	15
FACILITIES MAINTENANCE						
Custodian/Attendant	1	1	1	1	0	1
Facility Maintenance Manager	0	0	1	1	0	1
Facility Maint. Supt.	1	1	0	0	0	0
Maintenance Worker	0	0	0	0	0	9
Maintenance Worker I	1	2	2	2	0	0
Maintenance Worker II	3	3	3	5	0	0
Maintenance Worker III	2	2	1	2	0	0
Maintenance Worker III - HVAC	0	0	1	0	0	0
Maintenance Worker III-Lead	0	0	1	1	0	1
Total	8	9	10	12	0	12
RECREATION						
Admin Asst	0	1	1	2	0	2
Admin Spclst	1	1	1	1	0	1
Intern	0.25	0.25	0.25	0.25	0	0.25
Parks & Recreation Manager	0	1	1	0	0	0
Parks & Recreation Director	1	0	0	1	0	1
Parks Project Manager	0	0	0	0	0	0
Recreation Coord. I	6.5	6.5	6.5	7.5	0	7.5
Recreation Coordinator II	2	2	2	2	0	2
Recreation Manager	0	0	0	1	0	1
Recreation Supt.	1	1	1	1	0	1
Recreation Temporaries	20.2	21.03	21.32	45.48	0	45.48
Senior Recreation Coordinator	7	7	8	6	0	6
Total	38.95	40.78	42.07	67.23	0	67.23

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STREET MAINTENANCE & REPAIRS						
Admin Spclst	1	1	1	1	0	1
Cemetery Caretaker	0	0	0	0.75	0	0.75
Cemetery Maint. Specialist	1	1	1	1	0	1
Equip. Oper. III LDWKR	1	0	0	1	0	1
Equip. Oper. various temps	5.5	5.5	5.5	0	0	0
Equip. Oper. Snow temps	0	0	0	8.06	0	8.06
Equipment Operator	0	0	0	0		14
Equipment Operator I	3	3	3	4	0	0
Equipment Operator II	8	8	8	8	0	0
Equipment Operator III	3	3	3	3	0	0
Intern	0	0	0	0	0.5	0.5
Leadworker/Training Coord.	1	1	1	0	0	0
Maintenance Worker	0	0	0	0	0	8
Maint. Wkr. I	4	4	3	3	0	0
Maint. Wkr. II	2	2	3	3	0	0
Maint. Wkr. III	2	2	2	2	0	0
Maint. Wkr. III LDWKR	1	1	1	1	0	1
Maint. Worker temp	0.75	0.75	0.75	0.75	0	0.75
Safety/Training Coordinator	0	0	0	0	0	1
Streets Manager	0	0	0	0	0	1
Street Superintendent	1	1	1	1	0	1
Street Supervisor	1	0	0	1	0	0
Supervisor of Operations	0	1	1	0	0	0
Traffic Signal Technician	1	1	1	1	0	1
Traffic Signal Technician Ass't	0	0	1	1	0	1
Transportation and Maint Mgr	0	1	1	Transfer	0	0
Total	36.25	36.25	37.25	40.56	0.5	41.06
AIRPORT						
Admin Spclst	1	1	1	1	0	1
Airport Director	0	0	0	0	0	1
Airport Manager	1	1	1	1	0	0
Airport Operations Supv	1	1	1	1	0	1
Airport Service Worker I	3	3	3	4	0	4
Airport Service Worker II	3	3	3	3	0	3
Equip. Operator II temp	0.5	0.5	0.5	0	0	0
Maintenance Wrks I Temp	0	0	0.5	0	0	0
Maintenance Wrks - Snow	0	0	0	0.5	0	0.5
Total	9.5	9.5	10.0	10.5	0	10.5
ENVIRONMENTAL SERVICES						
Admin Asst	2	2.5	2.5	2.5	0.5	3
Admin Spclst	2	2	2	1	0	1
Admin Spclst Supervisor	0	0	0	1	0	1
Bin Maint./Equip. Oper.	1	2	2	1	0	0
Bin Maint./Equip. Oper. II	0	0	0	0	1	0
Bin Maint. Leadworker	0	0	0	1	0	1
Brownfield Operations	2	0	0	0	0	0
Brownfield Specialist	0	1	1	1	0	1
Brownfield Program Ass't	0	1	1	1	0	1
Code Enforcement Aide	0	0	1	0	0	0
Conservation Coordinator	1	0	0	0	0	0
Conservation Manager	0	1	1	1	0	1
Environmental Aide	0	0	0.6	0.6	0	0.6
Environmental Assistant	1.5	1.5	1.5	1.5	0	1.5
Environmental Code Enf Aide	0	0	0	1	0	1
Environmental Code Officer	1	1	1	0	0	0
Environmental Code Specialist	0	0	0	1	0	1
Environ Operations Manager	1	1	1	0	0	0

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
ENVIRONMENTAL SERVICES(Cont.)						
Environ Program Manager	1	1	1	0	0	0
Environmental Program Specialist	1	1	1	1	0	1
Environmental Project Manager	0	0	1	1	0	1
Environmental Project Specialist	1	1	1	0	0	0
Environmental Services Director	1	1	1	0	0	0
Environmental Services Mgr	2	2	2	2	0	2
Environmental Supervisor	1	1	0	0	0	0
Environmental Technician	1	1	1	1	0	1
Equipment Operator	0	0	0	0	0	38
ES Collection Super	0	1	2	2	0	2
ES Equip. Oper I - Temp	1	1	1	1	0	1
ES Equip. Oper I	2	2	4	4	0	0
ES Equip. Oper. II	11	11	11	11	0	0
ES Equip. Oper. III-Commercial	8	9	10	0	0	0
ES Equip. Oper. III-Relief Driver	0	0	1	0	0	0
ES Equip. Oper. III	0	0	0	11	4	0
ES Operations Mgr	0	0	0	1	0	1
ES Training & Safety Coord	1	0	0	0	0	0
Landfill Equip Operator I	2	1	1	1	0	0
Landfill Equip Operator II	1	1	2	2	0	0
Landfill Equip Operator III	3	3	3	2	0	0
Landfill Equip Operator III - Lead	0	0	0	1	0	1
Landfill Maint Operator	1	1	1	1	0	0
Program Asst	1.75	2	2	2	0	2
Project Manager	0	0	0	2	0	2
Project Manager II	1	1	1	0	0	0
Sustainability and Env Mgr	0	0	0	1	0	1
Sustainability Specialist	0	0	0	0	1	1
Sustainability Manager	0	0	0	1	0	1
Substainability Coordinator	0	0	1	0	0	0
Total	52.25	54	62.6	61.6	6.5	68.1
UTILITIES ADMINISTRATION						
Admin Spclst	2	2	2	2	0	2
Assistant Utilities Director	1	1	1	0	0	0
GIS System Analyst	1	1	1	1	0	1
Plan Reviewer	0	0	0	0	1	1
Plant Supervisor	1	0	0	0	0	0
Utilities Director	1	1	1	1	0	1
Utilities Engineer	1	1	1	0	0	0
Utilities Engineering Manager	0	0	0	1	0	1
Utilities Program Assistant	1	1	1	1	0	1
Utilities Senior Project Manager	0	1	1	1	0	1
Water Conservation Manager	1	1	1	1	0	1
Water Conservation Enforcement Aide	0.5	0.5	0.5	0.5	0	0.5
Water Resource Manager	0	0	0	1	0	1
Water/Sewer Util. Locator	1	1	0	0	0	0
Total	10.5	10.5	9.5	9.5	1	10.5

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
LAKE MARY WATER PLANT						
Instrument Tech	1	1	1	0	0	0
Instrumentation/Electrical Spec	0	0	0	1	0	1
Lab Director/Chemist	1	1	1	0	0	0
Laboratory Specialist	0	0	0	1	0	1
Laboratory Tech	1	1	1	0	0	0
Maintenance Specialist	0	0	0	1	0	1
Mech. Maint. Wkr I (temp)	1	1	1	1	0	1
Mech. Maint. Wkr. III	2	2	2	0	0	0
Mech. Maint. Wkr. IV	1	1	1	0	0	0
MSW Operations	0	0	0	3	0	3
MSW Laboratory	0	0	0	1	0	1
MSW Maintenance	0	0	0	3	0	3
Operations Specialist	0	0	0	1	0	1
Plant Operator	3	3	3	0	0	0
Plant Supervisor	1	0	0	0	0	0
Water Production Manager	0	1	1	1	0	1
Water Treat/Prod Chf Operator	1	1	1	0	0	0
Total	12	12	12	13	0	13
CUSTOMER SERVICE						
Admin Asst	2.5	2.5	2.5	2.75	0	2.75
Admin Spclst	2	2	2	2	0	2
Customer Srvc Manager	1	1	1	1	0	1
Meter Reader	4	4	4	4	0	4
Meter Reader Supervisor	1	1	1	1	0	1
Total	10.5	10.5	10.5	10.75	0	10.75
WATER DISTRIBUTION SYSTEM						
Field Services Manager	0	0	0	1	0	1
Field Services Supervisor	0	1	1	0	0	0
Maintenance Worker - Temp	1	1	1	1	0	1
Maintenance Worker I	1	1	1	1	0	1
Utility Service Supr.	1	0	0	0	0	0
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	10	10	12	12	0	12
Water/Sewer Util. Locator	0	0	1	1	0	1
Total	14	14	17	17	0	17
WASTEWATER TREATMENT PLANT						
Equip Operator II Temp	1.5	1.5	1.5	1.5	0	1.5
MSW - Plant Tech	0	0	0	7	0	7
Plant Specialist	4	4	4	4	0	4
Plant Supervisor	1	0	0	0	0	0
Plant Tech-Multi-Skilled Wrk	7	7	7	0	0	0
Wastewater Treatment Manager	0	1	1	1	0	1
Total	13.5	13.5	13.5	13.5	0	13.5
WASTEWATER COLLECTION						
MSW- Water Services Tech	0	0	0	8	0	8
Water Services Specialist	1	1	1	1	0	1
Water Services Tech	6	8	8	0	0	0
Total	7	9	9	9	0	9

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
WASTEWATER MONITORING						
Asministrative Specialist	0	0	0.5	0.5	0.5	1
Industrial Waste Inspector	2	2	2	2	0	2
Industrial Waste Supervisor	1	1	1	1	0	1
Total	3	3	3.5	3.5	0.5	4
RECLAIMED WASTEWATER TREATMENT PLANT						
Maintenance Specialist	0	0	0	1	0	1
MSW - Plant Tech	0	0	0	2	0	2
Plant Specialist	1	1	1	1	0	1
Plant Tech Multi-Skilled Wrk	3	3	3	0	0	0
Total	4	4	4	4	0	4
CITY COURT						
Admin Asst	10	9	9	0	0	0
Admin Spclst	2.25	3.25	3.25	0	0	0
Collection Specialist	0	0	0	0	0	2
Court Administrator	1	1	1	1	0	1
Court Collection Specialist	1	1	1	2	0	0
Court Info Systems Spec	1	1	1	1	0	1
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	0	0	0	8	1	9
Court Services Super	0	0	0	1.63	0	1.63
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	3	0	3
Executive Admin Asst (Judicial)	0	0	0	1	0	1
Jury Services Specialist	0	0	0	0.5	0	0.5
Magistrate	1.75	1.75	1.75	1.75	0	1.75
Presiding Magistrate	1	1	1	1	0	1
Probation Officer	2	2	2	0	0	0
Probation Service Officer	0	0	0	2	0	2
Pro-Tem Magistrate	0.5	0.5	0.5	0.75	0	0.75
Warrant Officer	2	2	2	2	1	3
Total	26.5	26.5	26.5	27.63	2	29.63
BEAUTIFICATION						
Urban Design Planner	1	1	0	0	0	0
Total	1	1	0	0	0	0
ECONOMIC DEVELOPMENT						
Business Attraction Manager	0	0	0	1	0	1
Business Retention & Expansion Mgr	0	0	0	1	0	1
Total	0	0	0	2	0	2
TOURISM						
Admin Spclst	1	1	1	1	0	1
CVB Director	1	1	1	1	0	1
Marketing Assistant	1	1	1	0	0	0
Marketing Manager	0	0	0	1	0	1
Publications Assistant	0	1	1	1	0	1
Publication Specialist	0	0	1	1	0	1
Public Relations Assistant	1	0	0	1	0	0
Public Relations Associate	0	0	0	0	0	1
Public Relations Manager	1	1	1	1	0	1
Sales Associate	0	0	0	2	0	2
Sales Marketing & Associate	2	2	2	0	0	0
Sales Manager	0	0	0	1	0	1
Sales & Marketing Manager	1	1	1	0	0	0
Total	8	8	9	10	0	10

City of Flagstaff
Authorized Personnel/Position Summary

DIVISION	2004-2005	2005-2006	2006-2007	2007-2008	New Request 2008-2009	Adopted 2008-2009
TOURISM-VISITOR CENTER						
Admin Asst	3.25	3.25	4.25	4.25	0	4.25
Admin Spclst	1.5	1.5	1.5	1.5	0	1.5
Visitor Center Supervisor	1	1	1	1	0	1
Total	5.75	5.75	6.75	6.75	0	6.75
STORMWATER						
Floodplain Inspector	0	1	1	1	0	1
Intern	0	0.5	0.5	0.5	0	0.5
Project Manager I	2	2	2	3	0	3
Project Manager II	1	1	1	0	0	0
Stormwater Manager	1	1	1	0	0	0
Stormwater Program Manager	0	0	0	1	0	1
Stormwater Service Analyst	1	1	1	1	0	1
Total	5	6.5	6.5	6.5	0	6.5
GRAND TOTALS	743.45	768.03	811.69	876.18	29.84	906.02

2008-2009 City of Flagstaff Pay Plan 2080 Hours

Range	Pos #	Position Title	Min											Step 9	Step 10	Step 11	Step 12	Step 13
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11					
1 A-1-0	10100	N Library Page	9,421.3	9,836.8	10,229.8	10,643.3	11,049.5	11,465.0	11,869.2	12,273.5	12,722.7							
			753.70	786.94	818.38	851.62	883.96	917.20	949.54	981.88	1017.82							
			1633.03	1705.05	1773.17	1845.19	1915.25	1987.27	2057.33	2127.41	2205.27							
			19596.30	20460.54	21277.98	22142.22	22982.96	23847.20	24687.94	25528.88	26463.22							
2 A-1-1	N		10,858.6	11,319.0	11,790.6	12,262.3	12,733.9	13,216.8	13,688.3	14,160.0	14,642.9							
			868.69	905.52	943.25	980.98	1018.71	1057.34	1095.06	1132.80	1171.43							
			1882.16	1961.96	2043.70	2125.47	2207.21	2290.91	2372.64	2454.40	2538.10							
			22585.89	23543.52	24524.45	25505.58	26486.51	27490.94	28471.66	29452.80	30457.23							
3 A-1-2	10302	N Library Clerk I	11,790.6	12,307.2	12,835.0	13,362.7	13,879.2	14,418.3	14,934.8	15,462.6	15,923.0							
			943.25	984.58	1026.80	1069.02	1110.34	1153.46	1194.78	1237.01	1273.84							
			2043.70	2133.25	2224.73	2316.20	2405.73	2499.17	2588.70	2680.18	2759.99							
			24524.45	25598.98	26696.80	27794.42	28868.74	29990.06	31064.38	32162.21	33119.84							
4 A-1-3	10421	N Acct Clerk I	13,598.5	14,193.7	14,800.0	15,384.0	16,001.6	16,585.5	17,180.6	17,787.0	18,348.5							
			1087.88	1135.50	1184.00	1230.72	1280.13	1326.84	1374.45	1422.96	1467.88							
			2357.07	2460.24	2565.33	2666.56	2773.61	2874.82	2977.97	3083.08	3180.41							
			28384.88	29522.90	30784.00	31998.72	33283.33	34497.84	35735.65	36996.96	38164.88							
5 B-2-1	10500	N Library Assistant I	14,272.3	14,822.6	15,361.5	15,900.5	16,473.2	17,012.2	17,551.2	18,112.6	18,651.7	19,190.7	19,696.0					
			1141.78	1185.81	1228.92	1272.04	1317.86	1360.98	1404.10	1449.01	1492.14	1535.26	1575.68					
			2473.87	2569.25	2662.66	2756.09	2855.35	2948.78	3042.21	3139.52	3232.96	3326.39	3413.97					
			29686.38	30831.01	31951.92	33073.04	34264.26	35385.38	36506.50	37674.21	38795.54	39916.66	40967.68					
6 B-2-2	10600	N Account Clerk II	14,710.2	15,282.9	15,833.2	16,405.8	16,967.3	17,517.5	18,090.2	18,640.5	19,190.7	19,774.6	20,313.6					
			1176.82	1222.63	1266.66	1312.46	1357.38	1401.40	1447.22	1491.24	1535.26	1581.97	1625.09					
			2549.77	2649.04	2744.42	2843.67	2941.00	3036.37	3135.63	3231.02	3326.39	3427.60	3521.02					
			30597.22	31788.43	32933.06	34124.06	35291.98	36436.40	37627.62	38772.24	39916.66	41131.17	42252.29					
7 B-2-3	10634	N Airport Service Worker I																
8 B-2-4	10601	N Animal Control Officer																
9 B-2-5	10602	N BIN Maint/Equip Oper																
10 B-2-6	10627	N Engineering Tech II																
11 B-2-7	10636	N Environmental Aide																
12 B-2-8	10637	N Env Code Enforcement Aide																
13 B-2-9	10632	N GIS Technician																
14 B-2-10	10635	N IT Services Specialist																
15 B-2-11	10609	N Materials Tech I																
16 B-2-12	10638	N Parts Specialist																
17 B-2-13	10630	N Rec Coordinator II																
18 B-2-14	10614	N Service Writer																

2008-2009 City of Flagstaff Pay Plan 2080 Hours

			Min															
			Mid 1-4 Mid 5-11 Mid 12+															
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13			
7 B-2-3	10741	N Airport Service Worker II	16,091.4	16,709.0	17,315.4	17,921.7	18,530.6	19,145.8	19,774.6	20,369.8	20,987.3	21,604.9	22,211.3					
	10748	N Bin Maint Leadworker	1287.31	1336.72	1385.23	1433.74	1484.05	1531.66	1581.97	1629.58	1678.98	1728.39	1776.90					
	10742	N Brownfield Program Assistant	2789.18	2896.23	3001.34	3106.43	3215.44	3318.61	3427.60	3530.77	3637.80	3744.85	3849.96					
	10735	N Court Collection Specialist	33470.11	34754.72	36016.03	37277.14	38585.25	39823.26	41131.17	42369.18	43653.58	44938.19	46199.50					
	10714	N Development Sys Rep																
	10731	N Engineering Tech III																
	10739	N Environmental Assistant																
	10705	N Evidence Tech																
	10740	N Executive Admin Asst																
	10738	N Firefighter Fuel Mgt Tech																
	10709	N Library Cataloging Asst																
	10700	N Mechanic I																
	10734	N Payroll Assistant																
107	10725	N Police Emerg Comm Spec																
	10747	N Publications Assistant																
	10717	N Program Assistant																
	10713	N Revenue Collector																
	10746	N Traffic Signal Technician Asst																
	10743	N Warehouse Technician																
	10702	N Water/Sewer Utility Locator																
		E	16,091.4					19,314.2					22,536.9					
			1287.31					1545.14					1802.95					
			2789.18					3347.79					3906.40					
			33,470.11					40173.54					46876.75					
8 B-2-4	10849	N Accounts Specialist	18,887.5	19,594.9	20,313.6	21,021.0	21,739.6	22,447.1	23,165.8	23,884.5	24,591.9	25,310.6	26,062.9					
	10846	N Application Support Specialist I	1511.00	1567.59	1625.09	1681.68	1739.17	1795.77	1853.26	1910.76	1967.35	2024.85	2085.03					
	10827	N Buyer	3273.83	3396.45	3521.02	3643.64	3768.20	3890.83	4015.41	4139.98	4262.60	4387.17	4517.57					
	10839	N Cemetery Maint Specialist	39286.00	40757.39	42252.29	43723.68	45218.37	46689.97	48184.86	49679.76	51151.15	52646.05	54210.83					
	10845	N City Records Technician																
	10819	N Code Compliance Officer I																
	10848	N Collections Specialist																
	10831	N Court Interpreter																
	10826	N Database Analyst I (Series)																
	10836	N Deputy City Clerk																
	10805	N Engineering Tech IV																
	10820	N Environmental Tech																
	10842	N Floodplain Inspector																
	10814	N GIS Specialist																
	10812	N Industrial Waste Insp																
	10810	N Inspector I																
	10843	N Legal Assistant																
	10807	N Library Assistant II																
	10808	N Mechanic II																
	10837	N Meter Reader Supervisor																
108	10809	N Probation Service Officer																
	10850	N Public Relations Associate																
	10841	N Publications Specialist																
	10838	N Sales Associate																
	10829	N Sr Recreation Coordinator																
	10847	N System Administrator																
	10840	N Utilities Program Assistant																
	10803	N Welder																
		E Executive Asst	18,887.5					22,660.5					26,433.5					
			1511.00					1812.84					2114.68					
			3273.83					3927.82					4581.81					
			39,286.00					47133.84					54981.68					

2008-2009 City of Flagstaff Pay Plan

2080 Hours

			Mid 1-4														Mid 5-11		Mid 12+	
			Min																	
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13					
9 B-2-5	10909	N Accountant I	20,021.6	20,785.2	21,548.8	22,323.6	23,087.2	23,850.7	24,614.4	25,389.2	26,152.7	26,905.1	27,623.8							
	10946	N Application Support Specialist II	16,017.3	16,628.82	17,233.90	17,853.89	18,469.98	19,086.06	19,699.15	20,311.14	20,922.22	21,532.41	22,099.90							
	10937	N Brownfield Specialist	34,704.41	36,022.77	37,335.13	38,669.42	40,011.78	41,341.12	42,666.50	44,000.79	45,333.13	46,663.55	47,888.13							
	10944	N Code Compliance Officer II	41,644.93	43,233.22	44,821.50	46,433.09	48,021.38	49,609.46	51,197.95	52,809.54	54,397.62	55,962.61	57,457.50							
	10939	N Community Firewise Coordinator																		
	10923	N Court Training Specialist																		
	10920	N Database Analyst II (Series)																		
	10950	N Engineering Tech Leadworker																		
	10945	N Environmental Code Specialist																		
	10936	N Environmental Program Specialist																		
	10907	N Fire Inspector II																		
	10924	N Fuel Management Leadworker																		
	10941	N HR Benefits Specialist																		
	10925	N HR Recruitment Specialist																		
	10900	N Inspector II																		
	10 B-2-6	10942	N Insurance Claims Specialist																	
10948		N Jury Services Specialist																		
10938		N Landfill EOIII Leadworker																		
10947		N Mechanic III Leadworker																		
10934		N Network Administrator																		
10909		N Police Caseworker																		
10903		N Police Officer																		
10933		N Safety/Risk Mgt Specialist																		
10949		N Safety/Training Coordinator																		
10929		N Traffic Signal Technician																		
10916		N Warrants Officer																		
20903		E Librarian	20,021.6					24,024.8						28,028.0						
			16,017.3					19,211.98						22,422.24						
			34,704.41					41,643.30						48,588.19						
			41,644.93					49,971.58						58,298.24						
10 B-3-1		11021	N Associate Planner	20,964.9	21,762.2	22,581.9	23,379.2	24,187.7	24,985.0	25,782.2	26,590.7	27,388.0	28,207.7	28,926.4						
	11015	N Building Plans Examiner	16,771.9	17,409.98	18,066.55	18,703.34	19,350.02	19,988.80	20,625.8	21,272.26	21,910.04	22,566.62	23,141.11							
	11020	N Court IS Coordinator	36,333.92	37,721.11	39,142.20	40,523.39	41,925.53	43,307.73	44,689.91	46,090.05	47,472.25	48,893.33	50,133.91							
	11023	N Engineering Inspector	43,606.99	45,265.38	46,970.35	48,628.74	50,310.42	51,968.80	53,626.98	55,308.66	56,967.04	58,672.02	60,166.91							
	11014	N Payroll Supervisor																		
	11019	N Recreation Manager																		
	11017	N Senior Procurement Specialist																		
	11016	N Administrative Specialist Supervisor	20,964.9	21,762.2	22,581.9	23,379.2	24,187.7	24,985.0	25,782.2	26,590.7	27,388.0	28,207.7	28,926.4							
	11011	N Airport Operations Supervisor	16,771.9	17,409.98	18,066.55	18,703.34	19,350.02	19,988.80	20,625.8	21,272.26	21,910.04	22,566.62	23,141.11							
	11018	N Court Services Supervisor	36,333.92	37,721.11	39,142.20	40,523.39	41,925.53	43,307.73	44,689.91	46,090.05	47,472.25	48,893.33	50,133.91							
	11022	N Development Svs Supervisor	43,606.99	45,265.38	46,970.35	48,628.74	50,310.42	51,968.80	53,626.98	55,308.66	56,967.04	58,672.02	60,166.91							
	11003	N Equip Oper III Ldwkr																		
	11012	N Env Svcs Collection Supervisor																		
	11013	N IT Services Supervisor																		
	11002	N Ldwkr/Training Coord																		
	11004	N Maint Worker III Ldwkr																		
11 B-3-2	11008	N Materials Tech II																		
	11022	N Police Emerg Comm Spec Ldwkr																		
	11024	N Police Records Ldwkr																		
	21002	E Library Supervisor	20,796.4					25,265.7						29,734.9						
11 B-3-2			16,633.71					20,211.26					23,787.79							
			36,047.1					43,793.39					51,543.05							
			43,256.51					52,552.66					61,848.59							
	11105	N Assistant Fire Fuel Manager	23,177.1	24,052.9	24,951.2	25,827.1	26,703.0	27,578.9	28,465.9	29,330.6	30,229.0	31,104.9	31,992.0							
11 B-3-2	11100	N Police Corporal/Detective	18,541.7	19,242.23	19,966.10	20,666.17	21,366.24	22,066.31	22,772.27	23,464.45	24,183.32	24,888.39	25,599.36							
	11104	N Inspection Supervisor	40,173.6	41,691.17	43,248.87	44,767.0	46,288.52	47,804.34	49,340.09	50,839.97	52,396.69	53,919.52	55,454.28							
	11108	N Parks Supervisor	48,208.37	50,030.03	51,898.50	53,720.37	55,542.24	57,364.11	59,209.07	61,007.65	62,876.32	64,698.19	66,543.36							
111	21108	E Police Spec Services Supervisor	22,795.2					27,702.4					32,609.6							
	21107	E Visitor Center Supervisor	18,233.62					22,161.9					26,087.77							
			39,511.7					48,011.75					56,523.33							
			47,414.02					57,620.99					67,827.97							

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City of Flagstaff

2008-2009 City of Flagstaff Pay Plan

2080 Hours

			Min													
			Mid 1-4 Mid 5-11 Mid 12+													
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	
14 C-4-3	N		29,896	30,880	31,902	32,924	33,948	34,964	35,985	37,001	38,020	39,043	40,065	41,076	42,104	
			2389.57	2470.42	2552.17	2633.92	2715.66	2796.51	2879.16	2960.01	3041.76	3123.51	3205.26	3286.10	3368.75	
			5177.40	5352.57	5529.70	5706.83	5883.94	6059.11	6238.18	6413.35	6590.48	6767.61	6944.72	7119.89	7298.96	
			62128.77	64230.82	66356.37	68481.92	70607.26	72709.31	74858.16	76960.21	79085.76	81211.31	83336.66	85438.70	87587.55	
114	21433	E Advanced Planning Manager	29,476						36,107						42,738	
	21429	E Facilities Maintenance Supt	2358.13						2888.60						3419.06	
	21425	E Field Service Manager	5109.28						6258.63						7407.97	
	21410	E Fleet Management Supt	61311.33						75103.50						88895.66	
	21420	E Fuel Manager														
	21434	E Parks Superintendent														
	21419	E Police Communications Manager														
	21412	E Police Support Svc Manager														
	21435	E Recreation Superintendent														
	21428	E Risk Manager														
	21409	E Streets Superintendent														
	21414	E Traffic Engineering Mgr														
15 C-5-1	21431	E Urban Design Planner														
	21423	E Utilities Sr. Project Manager														
	21426	E Wastewater Treatment Mgr														
	21424	E Water Production Manager														
	21432	E Zoning Code Administrator														
	N		30,757	31,868	32,968	34,080	35,181	36,292	37,393	38,493	39,603	40,717	41,802	42,917	43,999	
			2460.54	2549.47	2637.50	2726.44	2814.48	2903.42	2991.45	3079.49	3168.42	3257.36	3344.50	3433.43	3519.67	
			5331.16	5523.86	5714.59	5907.29	6098.04	6290.73	6481.47	6672.22	6864.92	7057.61	7246.41	7439.10	7625.96	
115	21524	E Assistant City Engineer	30,092						37,320						44,542	
	21502	E Building Official - Proj Rev Scn Mgr	2407.54						2985.62						3563.70	
	21517	E Community Housing Manager	5216.33						6468.84						7721.34	
	21522	E Comm Reinvest & Eco Dev Mgr	62595.94						77626.02						92656.10	
	21513	E Fire Battalion Chief (40)														
	21514	E Fire Battalion Chief (56)														
	21518	E Metropolitan Planning Org Mgr														
	21521	E Planning & Community Design Mgr														
	21503	E Police Lieutenant														
	21519	E Project Management Admin														
	21512	E Stormwater Program Mgr														
	21520	E Sustainability and Environ Mgr														
16 C-5-2 116	21500	E Tax License/Revenue Adm														
	21525	E Utilities Engineering Manager														
	21526	E Water Resources Manager														
	21602	E Capital Imp Engineer	32,250						39,987						47,724	
17 D-6-1 117	21607	E Convention/Visitor Bureau Dir	2580.02						3198.97						3817.92	
	21614	E Environ Services Operations Mgr	5590.03						6931.10						8272.16	
	21610	E Finance/Budget Manager	67080.42						83173.17						99265.92	
	21723	E Airport Director	34,765						43,642						52,518	
	21720	E Assistant Public Works Director	2781.24						3491.38						4201.51	
	21722	E City Engineer	6026.02						7564.65						9103.28	
	21714	E Community Investment Director														
	21712	E Court Administrator														
	21718	E Human Resources Director														
	21716	E IT Director														
	21701	E Library Director														
	15300	E Magistrate (appointed)														
21719	E Parks and Recreation Director															
21721	E Planning Director															
21707	E Purchasing Director															

2008-2009 City of Flagstaff Pay Plan 2080 Hours

			Min												
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
18	15200	E Presiding Magistrate (appointed)	36,292.7						45,539.9						54,787.1
D-6-2	21804	E Deputy City Attorney	2903.42						3643.20						4382.97
	21805	E Deputy Fire Chief	6290.73						7893.58						9496.43
118	21801	E Deputy Police Chief	75488.82						94723.00						113957.17
19		E	37,775.0						47,415.3						57,055.5
D-6-3			3022.00						3793.22						4564.44
	119		6547.67						8218.65						9889.62
			78572.00						98623.72						118675.44
20		E	40,604.7						51,575.7						62,546.6
D-7-1			3248.38						4126.06						5003.73
	120		7038.15						8939.78						10841.41
			84457.78						107277.36						130096.93
21	22103	E Community Dev Director	42,861.8						55,073.6						67,285.3
E-8-1	22101	E Fire Chief	3428.94						4405.88						5382.82
	121	E Management Svcs Director	7429.38						9546.09						11662.79
	22100	E Police Chief	89152.54						114552.98						139953.42
	22102	E Public Works Director													
	22105	E Utilities Director													
22	22200	E City Attorney	47,420.8						60,940.8						74,460.7
E-8-2	22201	E Deputy City Manager	3793.66						4875.26						5956.86
	122		8219.61						10563.07						12906.52
			98635.26						126756.76						154878.26
26	22601	E City Manager	55,281.2						71,861.2						88,441.1
F-10-2			4422.50						5748.90						7075.29
	126		9582.07						12455.93						15329.79
			114984.90						149471.20						183957.49

2008-2009 City of Flagstaff Pay Plan 2912 Hours

1.01			Min													
			Mid 1-4 Mid 5-11 Mid 12+													
Range	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	
B-2-4 208	10813	N Firefighter	13,491.1	13,996.4	14,509.8	15,015.1	15,528.3	16,033.6	16,546.9	17,060.3	17,565.6	18,079.0	18,616.4			
			15,111.00	15,677.60	16,251.10	16,816.69	17,391.17	17,951.76	18,533.25	19,107.75	19,673.35	20,248.85	20,850.04			
			32,734.84	33,996.46	35,211.04	36,433.66	37,682.20	38,902.78	40,151.38	41,397.97	42,625.59	43,871.17	45,175.58			
			39,286.08	40,757.52	42,252.54	43,723.97	45,218.41	46,689.84	48,184.57	49,679.59	51,151.03	52,646.05	54,210.96			
B-2-5 209	10905	N Fire Engineer	14,301.2	14,846.6	15,392.0	15,945.5	16,490.9	17,036.3	17,581.7	18,135.2	18,680.6	19,217.9	19,731.3			
			16,017.3	16,628.2	17,239.0	17,859.0	18,469.8	19,080.7	19,691.5	20,311.4	20,922.3	21,524.0	22,099.1			
			34,704.2	36,027.7	37,351.3	38,694.4	40,017.9	41,341.4	42,664.9	44,008.1	45,331.6	46,654.5	47,981.3			
			41,645.09	43,233.30	44,821.50	46,433.30	48,021.50	49,609.71	51,197.91	52,809.70	54,397.91	55,962.52	57,457.55			
C-4-2 213	11300	N Fire Captain	18,752.8	19,386.3	20,028.0	20,661.7	21,311.4	21,937.0	22,578.7	23,212.3	23,862.1	24,487.7	25,129.3	25,763.0	26,436.6	
			21,003.1	21,712.7	22,431.4	23,141.1	23,868.8	24,569.4	25,281.0	25,997.8	26,725.6	27,426.2	28,144.8	28,854.6	29,609.0	
			45,506.8	47,044.1	48,601.3	50,139.1	51,717.5	53,233.38	54,791.0	56,328.5	57,905.4	59,426.3	60,980.4	62,518.2	64,115.28	
			54,608.15	56,452.91	58,321.54	60,166.87	62,058.80	63,880.54	65,749.17	67,594.22	69,486.44	71,308.18	73,176.52	75,021.86	76,983.38	

2008-2009 City of Flagstaff Pay Plan 5% Add Pay

Range	Pos #	Position Title	Min			Mid 1-4 Mid 5-11 Mid 12+							Max		
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13
9 B-2-5	10905	N Fire Engineer	15,016.3	15,588.9	16,161.6	16,742.8	17,315.4	17,888.1	18,460.8	19,042.0	19,614.6	20,178.8	20,717.9		
			1681.82	1745.96	1810.10	1875.20	1939.33	2003.47	2067.61	2132.70	2196.84	2260.02	2320.41		
			3643.94	3782.91	3921.89	4062.91	4201.88	4340.85	4479.81	4620.85	4759.82	4896.72	5027.54		
			43727.34	45394.97	47062.58	48754.97	50422.58	52090.20	53757.81	55450.19	57117.81	58760.65	60330.43		
9 B-2-5	10903	N Police Officer	21,022.7	21,824.5	22,626.2	23,439.8	24,241.6	25,043.2	25,845.1	26,658.7	27,460.3	28,250.4	29,005.0		
			1681.82	1745.96	1810.10	1875.18	1939.33	2003.46	2067.61	2132.70	2196.83	2260.03	2320.40		
			3643.93	3782.91	3921.89	4062.89	4201.87	4340.83	4479.83	4620.83	4759.79	4896.73	5027.54		
			43727.18	45394.88	47062.58	48754.74	50422.45	52089.93	53757.85	55450.02	57117.50	58760.74	60330.38		

2008-2009 City of Flagstaff Pay Plan Skill Based Pay

Range	Pos #	Position Title	1 (L1#1)	2 (L1#2)	3 (L1#3)	4 (L1#1)	5 (L1#2)	6 (L1#3)	7 (Max)
SBI	90101 N	MSW - Plant Technician	14,7102	16,2599	18,1126	19,9655	22,1327	24,6144	27,6238
			14,5646	16,0989	17,9333	19,7678	21,9136	24,3707	27,3503
	90201 N	MSW - Water Services Technician	1176.82	1300.79	1449.01	1597.24	1770.62	1969.15	2209.90
			2549.77	2818.38	3139.52	3460.69	3836.33	4266.50	4788.13
			30597.22	33820.59	37674.21	41528.24	46036.02	51197.95	57457.50

Lake Mary Water Treatment Plant									
Range	Pos #	Position Title	1 (L1#1)	2 (L1#2)	3 (L1#3)	4 (L1#1)	5 (L1#2)	6 (L1#3)	7 (Max)
SBI	90301 N	MSW - Laboratory	14,7102	16,2599	18,1126	19,9655	22,1327	24,6144	27,6238
			14,5646	16,0989	17,9333	19,7678	21,9136	24,3707	27,3503
	90401 N	MSW - Operations	1176.82	1300.79	1449.01	1597.24	1770.62	1969.15	2209.90
	90501 N	MSW - Maintenance	2549.77	2818.38	3139.52	3460.69	3836.33	4266.50	4788.13
			30597.22	33820.59	37674.21	41528.24	46036.02	51197.95	57457.50

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Administrative Assistant

Zone 1											
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
B11	80101	N Admin Assistant	10,858.6	11,393.6	11,928.6	12,463.6	12,998.6	13,533.6	14,068.6	14,603.6	15,138.5
			868.69	911.49	954.29	997.09	1039.89	1082.69	1125.49	1168.29	1211.08
			1882.16	1974.89	2067.62	2160.36	2253.09	2345.82	2438.56	2531.29	2624.01
			22585.89	23698.69	24811.49	25924.29	27037.09	28149.89	29262.69	30375.49	31488.08
Zone 2											
Band	Pos #	Position Title	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
B12	80102	N Admin Assistant	12,463.6	12,998.6	13,533.6	14,068.6	14,603.6	15,138.5	15,673.5	16,208.5	16,743.5
			997.09	1039.89	1082.69	1125.49	1168.29	1211.08	1253.88	1296.68	1339.48
			2160.36	2253.09	2345.82	2438.56	2531.29	2624.01	2716.74	2809.47	2902.21
			25924.29	27037.09	28149.89	29262.69	30375.49	31488.08	32600.88	33713.68	34826.48
Zone 3											
Band	Pos #	Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
B13	80103	N Admin Assistant	14,068.6	14,603.6	15,138.5	15,673.5	16,208.5	16,743.5	17,278.5	17,813.5	18,348.5
			1125.49	1168.29	1211.08	1253.88	1296.68	1339.48	1382.28	1425.08	1467.88
			2438.56	2531.29	2624.01	2716.74	2809.47	2902.21	2994.94	3087.67	3180.41
			29262.69	30375.49	31488.08	32600.88	33713.68	34826.48	35939.28	37052.08	38164.88

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Administrative Specialist

Zone 1												
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	
B21	80201 N	Admin Specialist	14,272.3	14,839.4	15,406.4	15,973.6	16,540.6	17,107.7	17,674.7	18,241.8	18,808.9	
	80801 N	Court Judicial Specialist	1141.78	1187.15	1232.51	1277.89	1323.25	1368.62	1413.98	1459.34	1504.71	
			2473.87	2572.16	2670.44	2768.76	2867.04	2965.33	3063.61	3161.91	3260.21	
			29686.38	30865.95	32045.31	33225.09	34404.45	35584.02	36763.38	37942.94	39122.51	
Zone 2												
Band	Pos #	Position Title	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	
B22	80202 N	Admin Specialist	15,973.6	16,540.6	17,107.7	17,674.7	18,241.8	18,808.9	19,375.9	19,943.1	20,510.1	
	80802 N	Court Judicial Specialist	1277.89	1323.25	1368.62	1413.98	1459.34	1504.71	1550.07	1595.45	1640.81	
			2768.76	2867.04	2965.33	3063.61	3161.91	3260.21	3358.49	3456.80	3555.08	
			33225.09	34404.45	35584.02	36763.38	37942.94	39122.51	40301.87	41481.65	42661.01	
Zone 3												
Band	Pos #	Position Title	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13			
B23	80203 N	Admin Specialist	17,674.7	18,241.8	18,808.9	19,375.9	19,943.1	20,510.1	21,077.2			
	80803 N	Court Judicial Specialist	1413.98	1459.34	1504.71	1550.07	1595.45	1640.81	1686.18			
			3063.61	3161.91	3260.21	3358.49	3456.80	3555.08	3653.38			
			36763.38	37942.94	39122.51	40301.87	41481.65	42661.01	43840.58			

**2008-2009 City of Flagstaff Pay Plan
Broad Banding
Specialists**

Band	Pos #	Position Title	Zone 1									
			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	
B31	80501 N	Inst/Electrical Spec	20,021.6	20,876.7	21,731.7	22,586.7	23,441.7	24,296.8	25,151.7	26,006.8	26,861.9	
	80601 N	Maintenance Spec	1601.73	1670.14	1738.54	1806.94	1875.34	1943.74	2012.14	2080.54	2148.95	
	80701 N	Operations Spec	3470.41	3618.63	3766.83	3915.03	4063.23	4211.45	4359.63	4507.85	4656.06	
	80301 N	Plant Specialist	41644.93	43423.54	45201.94	46980.34	48758.74	50537.34	52315.54	54094.14	55872.75	
	80401 N	Water Services Spec										

Band	Pos #	Position Title	Zone 2									
			Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	
B32	80502 N	Inst/Electrical Spec	22,586.7	23,441.7	24,296.8	25,151.7	26,006.8	26,861.9	27,716.8	28,571.9	29,426.9	
	80602 N	Maintenance Spec	1806.94	1875.34	1943.74	2012.14	2080.54	2148.95	2217.34	2285.75	2354.15	
	80702 N	Operations Spec	3915.03	4063.23	4211.45	4359.63	4507.85	4656.06	4804.25	4952.46	5100.66	
	80302 N	Plant Specialist	46980.34	48758.74	50537.34	52315.54	54094.14	55872.75	57650.94	59429.55	61207.95	
	80402 N	Water Services Spec										

Band	Pos #	Position Title	Zone 3											
			Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15			
B33	80503 N	Inst/Electrical Spec	25,151.7	26,006.8	26,861.9	27,716.8	28,571.9	29,426.9	30,281.9	31,136.9	31,992.0			
	80603 N	Maintenance Spec	2012.14	2080.54	2148.95	2217.34	2285.75	2354.15	2422.55	2490.95	2559.36			
	80703 N	Operations Spec	4359.63	4507.85	4656.06	4804.25	4952.46	5100.66	5248.86	5397.06	5545.28			
	80303 N	Plant Specialist	52315.54	54094.14	55872.75	57650.94	59429.55	61207.95	62986.35	64764.75	66543.36			
	80403 N	Water Services Spec												

**2008-2009 City of Flagstaff Pay Plan
Broad Banding
Specialist (Exempt)**

Band	Pos #	Position Title	Zone 1		
			Min	Mid	Max
B41	81101 E	Laboratory Spec	41644.93	49125.65	56606.78
Band	Pos #	Position Title	Zone 2		
			Min	Mid	Max
B42	81102 E	Laboratory Spec	47255.52	54736.66	62217.38
Band	Pos #	Position Title	Zone 3		
			Min	Mid	Max
B43	81103 E	Laboratory Spec	52866.11	60347.25	67827.97

**2008-2009 City of Flagstaff Pay Plan
Broad Banding
Managers (Exempt)**

Zone 1					
Band	Pos #	Position Title	Min	Mid	Max
B51	81201	E Dev Case Manager	49516.27	60767.62	72018.75
	81301	E Project Manager			
Zone 2					
Band	Pos #	Position Title	Min	Mid	Max
B52	81202	E Dev Case Manager	57954.83	69205.97	80457.10
	81302	E Project Manager			
Zone 3					
Band	Pos #	Position Title	Min	Mid	Max
B53	81203	E Dev Case Manager	66392.98	77644.32	
	81303	E Project Manager			

**2008-2009 City of Flagstaff Pay Plan
Broad Banding
Assistant City Attorney**

		Zone 1		
Band	Pos #	Position Title	Min	Max
B61	81401 E	Asst. City Attorney	61311.33	82999.70
		Zone 2		
Band	Pos #	Position Title	Min	Max
B62	81402 E	Asst. City Attorney	69444.54	91132.91
		Zone 3		
Band	Pos #	Position Title	Min	Max
B63	81403 E	Asst. City Attorney	77577.76	88421.84

2008-2009 City of Flagstaff Pay Plan
Broad Banding
Sr. Assistant City Attorney

Band	Pos #	Position Title	Zone 1		
			Min	Mid	Max
B71	81501	N Sr. Asst. City Atty	62595.94	75922.50	89249.26

Band	Pos #	Position Title	Zone 2		
			Min	Mid	Max
B72	81502	N Sr. Asst. City Atty	72590.75	85917.73	99244.29

Band	Pos #	Position Title	Zone 3		
			Min	Mid	Max
B73	81503	N Sr. Asst. City Atty	82585.78	95912.75	109239.31

**2008-2009 City of Flagstaff Pay Plan
Broad Banding
Equipment Operator and Maintenance Workers**

			Zone 1																				Zone 3									
Band	Pos #	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18												
B81	81601 N	Equipment Operator	13,598.5	14,254.5	14,910.5	15,566.6	16,222.6	16,878.6	17,534.6	18,190.6	18,846.7	19,502.7	20,158.7	20,814.7	21,470.8	22,126.8	22,782.8	23,438.8	24,094.8	24,750.9												
	81701 N	Maintenance Worker	1087.88	1140.36	1192.84	1245.33	1297.81	1350.29	1402.77	1455.25	1507.74	1560.22	1612.70	1665.18	1717.66	1770.14	1822.62	1875.10	1927.58	1980.07												
			2357.07	2470.78	2584.49	2698.21	2811.92	2925.62	3039.33	3153.04	3266.76	3380.47	3494.17	3607.88	3721.61	3835.31	3949.02	4062.73	4176.43	4290.16												
			28284.88	29649.36	31013.84	32378.53	33743.01	35107.49	36471.97	37836.45	39201.14	40565.62	41930.10	43294.58	44659.26	46023.74	47388.22	48752.70	50117.18	51481.87												
													Zone 2																			
Band	Pos #	Position Title	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15																				
B82	81602 N	Equipment Operator	16,878.6	17,534.6	18,190.6	18,846.7	19,502.7	20,158.7	20,814.7	21,470.8	22,126.8	22,782.8																				
	81702 N	Maintenance Worker	1350.29	1402.77	1455.25	1507.74	1560.22	1612.70	1665.18	1717.66	1770.14	1822.62																				
			2925.62	3039.33	3153.04	3266.76	3380.47	3494.17	3607.88	3721.61	3835.31	3949.02																				
			35107.49	36471.97	37836.45	39201.14	40565.62	41930.10	43294.58	44659.26	46023.74	47388.22																				
													Zone 1																			
Band	Pos #	Position Title	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20																				
B83	81603 N	Equipment Operator	20,158.7	20,814.7	21,470.8	22,126.8	22,782.8	23,438.8	24,094.8	24,750.9	25,406.9	26,062.9																				
	81703 N	Maintenance Worker	1612.70	1665.18	1717.66	1770.14	1822.62	1875.10	1927.58	1980.07	2032.55	2085.03																				
			3494.17	3607.88	3721.61	3835.31	3949.02	4062.73	4176.43	4290.16	4403.86	4517.57																				
			41930.10	43294.58	44659.26	46023.74	47388.22	48752.70	50117.18	51481.87	52846.35	54210.83																				

RESOLUTION NO. 2008-28

A RESOLUTION FOR THE ADOPTION OF THE BUDGET FOR FISCAL YEAR 2008-2009; AND DECLARING AN EMERGENCY.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1 - 5, A.R.S., the City Council did, on June 3, 2008 make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property within the City of Flagstaff; and

WHEREAS, in accordance with said sections of said Title, and following due public notice, the Council met on June 3, 2008, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 22, 2008, in the Council Chambers at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in A.R.S. 42-17051 (A);

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. That said estimates of revenues and expenditures shown on the accompanying schedules as now increased, reduced or changed be and the same are hereby adopted as the budget of the City of Flagstaff for Fiscal Year 2008-2009.

SECTION 2. Emergency Clause and Effective Date. The immediate operation of the provisions of this Resolution is necessary for the preservation of the public peace, health, and safety of the City. Therefore, an emergency is hereby declared to exist, and this Resolution is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law. This Resolution shall take effect on June 17, 2008.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 17th day of June, 2008.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Patricia J. Boomsma
CITY ATTORNEY

ORDINANCE NO. 2008-19

AN ORDINANCE LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF FLAGSTAFF, ARIZONA, SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM OTHER SOURCES OF REVENUE; PROVIDING FUNDS FOR VARIOUS BOND REDEMPTIONS, FOR THE PURPOSE OF PAYING INTEREST UPON BONDED INDEBTEDNESS AND PROVIDING FUNDS FOR GENERAL MUNICIPAL EXPENSES, ALL FOR THE FISCAL YEAR ENDING THE 30TH DAY OF JUNE, 2009, AND DECLARING AN EMERGENCY.

WHEREAS, by the provisions of State law, the ordinance levying taxes for fiscal year 2008-2009 is required to be finally adopted not later than the third Monday in August; and

WHEREAS, the County of Coconino is the assessing and collecting authority for the City of Flagstaff;

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. There is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a primary property tax rate of 0.6803 for the fiscal year ending on the 30th day of June, 2009. If this tax rate exceeds the maximum levy allowed by law, the Board of Supervisors of the County of Coconino is hereby authorized to reduce the levy to the maximum allowable by law after providing notice to the City.

SECTION 2. In addition to the rate set in Section 1 hereof, there is hereby levied on each one hundred dollars (\$100.00) of the assessed value of all property, both real and personal within the corporate limits of the City of Flagstaff, except such property as may be by law exempt from taxation, a secondary property tax rate of .8366 for the fiscal year ending June 30, 2009.

SECTION 3. Failure by the county officials of Coconino County, Arizona, to properly return the delinquent list, any irregularity in assessments or omissions in the same, or any irregularity in any proceedings shall not invalidate such proceedings or invalidate any title conveyed by any tax deed; failure or neglect of any officer or officers to timely perform any of the duties assigned to him or to them shall not invalidate any proceedings or any deed or sale pursuant thereto, the validity of the assessment or levy of taxes or of the judgment of sale by which the collection of the same may be enforced shall not affect the lien of the City of Flagstaff upon such property for the delinquent taxes unpaid thereon; overcharge as to part of the taxes or of costs shall not invalidate any proceedings for the collection of taxes or the foreclosure of the lien thereon or a sale of the property under such foreclosure; and all acts of officers de facto shall be valid as if performed by officers de jure.

SECTION 4. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SECTION 5. That the Clerk is hereby directed to transmit a certified copy of this ordinance to the County Assessor and the Board of Supervisors of the County of Coconino, Arizona.

SECTION 6. Emergency Clause and Effective Date. The immediate operation of the provisions of this Ordinance is necessary for the preservation of the public peace, health and safety of the City. Therefore, an emergency is hereby declared to exist, and this Ordinance is enacted as an emergency measure and will be in full force and effect from and after its passage and adoption by the Council of the City, as required by law, and it is hereby exempt from the referendum provisions of the Constitution and laws of the State of Arizona. The tax levies imposed by this Ordinance shall take effect July 22, 2008.

PASSED AND ADOPTED by the City Council and approved by the Mayor of the City of Flagstaff this 22nd day of July, 2008.

/s/ Sara Presler
MAYOR

ATTEST:

/s/ Margie Brown
CITY CLERK

APPROVED AS TO FORM:

/s/ Patricia Boomsma
CITY ATTORNEY

Full-Cost Plan Summary of Allocation Basis

Building Use:

City Hall-Gross square feet of assigned spaces.
Coconino Warehouse-Gross square feet of assigned space.
APS Building-Gross square feet of assigned space.
Single Use-Value of building utilized.

Equipment Use:

General-Inventory value of assigned equipment.
Computers-Inventory value of assigned equipment.
Vehicles-Inventory value of assigned equipment.
ND Computer-Number of personal computers supported.

Non-Departmental General Admin:

Personal-Number of full-time equivalent positions served including temporaries.
Fiscal-Total operating expenses.

Non-Departmental Employee Benefits:

Services-Personal services of units supervised or served.

Non-Departmental Insurance:

General Liability-Total operating expenses.
Auto Liability-Premium by department.
Property Liability-Premium by department.
Contractor Equipment-Premium calculation by item of equipment.
Data Processing-Number of personal computers supported.
Employee Related-Number of full time equivalent positions served per department.
City Hall Insurance-Gross square feet of assigned space.
City Liability-Total operating expense.
Single Items-Actual cost per premium schedule.

Non-Departmental Consultants:

Audit & Fiscal-Total operating expenses of units served.

Council & Commissions:

Council-Total operating expenses.

City Manager:

City Administration-Personal services of units supervised or served.
Deputy City Manager-Personal services of units supervised.
Mayor/Council-Direct allocation to Council
Community Development-Personal services Community Development.
Public Information Officer-Personal services of units supervised or served.

City Clerk:

Agenda Process-Total operating expenses.
Records Management-Number of boxes stored.
Citywide support-Number of FTE's per department.

Other Services-Total operating expenses.

City Attorney:

Civil Division-FY 2007 requests for legal services.
Council-Direct allocation to Council.

Human Resources:

Recruitment-Number of FTE's served, Police at 1.5.
Training/Benefits-Number of full-time equivalent positions served, excluding temporaries.

Risk Management:

Risk Management-Number of full-time equivalent positions served.
Safety-Number of full-time equivalent positions served.
Claims-Total operating expenditures.

Management Services Administration:

Department Admin-Total expenditures.

Management Services Purchasing:

General Purchases-Number of encumbrances per division.
Large Projects-Estimated effort expended on larger projects.
Contract Admin-Expenditures of contract administered.
Mail-Direct allocation to Mail Services.
Warehouse-Direct allocation to warehouse.

Management Services Mail Services:

Mail Services-FY 2007 mail charges.

Management Services Warehouse:

Warehouse Services-Cost of items issued through warehouse.

Management Services Property Mgmt:

Property Management Services-Estimated effort spent on projects.

Non-Departmental Copy Center:

Copy Center Services-Actual copy center charges.

Information Systems:

General Support-Number of personal computers supported.
GIS-Relative effort for departments supported.

Finance:

Accounting/Budget-Operating expenditures.
Accounts Payable-Number of accounts payable transactions.
Payroll-Number of payroll checks issued.
Switchboard-Number of full-time equivalent positions per department.
Grants-Number of grants with Federal grants weighted at 1.5.

Sales Tax & Licensing:

Collections-Estimated level of effort provided by Collections.

Accounts Receivable-Estimated level of effort provided by Accounts Receivable.

Other-Direct allocation to General Fund-Other.

Public Works Administration:

Director-Estimated effort expended by Public Works Director.

Secretary-Estimated effort expended by Public Works Director's Secretary.

Public Facilities Maintenance:

City Hall Custodial-Gross square feet of assigned space.

Other Custodial-Number of restrooms maintained.

General Maintenance-Work hours by division.

City Hall Maintenance-Gross square feet of assigned space.

APS Building Maintenance-Gross square feet.

Milligan House-Direct allocation to Tourism.

Rio Properties-Direct allocation to Stormwater.

Murdoch Building-Direct allocation to Recreation.

Fleet Services:

Services-Charges for services provided by Public Works Mechanical Shop.

Customer Services:

City Support-Total expenditures excluding utilities.

Deposit Assistance-Number of cash receipts transactions processed.

Enterprise-Budgeted revenue of Utilities, Environmental Services, and Stormwater.

Field Reading-Direct allocation to Utilities.

Community Development Admin:

Department Administration-Level of effort provided.

Administrative Assistant-Level of effort provided.

Community Improvements:

Administration-Level of administrative effort.

Traffic-Direct allocation to Highway User.

Community Investments:

Planning Services-Total operating expenses.

Housing-Direct allocation to-other.

Codes-Direct allocation to-other.

Contributions:

United Way-Total expenditures.

Council Goals

The City of Flagstaff Council undertook a tremendous effort in FY 2002 to develop citywide goals. The goals are reviewed and updated annually at the Council Fall Retreat by staff and Council.

Cross-departmental teams identify specific objectives from the goals that develop work programs to set the base from which all divisions develop their FY 2009 budget. All divisions had to identify their objectives within one of the goal areas.

The following list highlights the ten major areas established by Council and the complete work plan ensues.

- **Capital Improvements**
- **Collaboration**
- **Customer Service and Organization Support**
- **Economic Development**
- **Fiscal Health**
- **Housing**
- **Planning**
- **Public Safety**
- **Quality of Life**

CAPITAL IMPROVEMENTS

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Plan, program, design and construct public works infrastructure and facilities improvements through a structured, efficient and transparent process ensuring the allocation of public resources for the greatest benefit to the community; creating a built environment shaped through citizen involvement and reflecting community pride.</p> <p><u>Discussion:</u> The City Council realizes the importance of delivering all Capital Improvement projects on time and on budget through a structured program ensuring public funds are leveraged, through partnerships when appropriate, for the greatest benefit of the community.</p>	<p>Plan: Define each project's primary elements and costs through a holistic, concept-level engineering and planning effort, which engages our citizens.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Initiated City-wide preliminary master plan assessment. • Filled staff position vacancy to support capital planning and programming effort. • Re-assigned senior staff resources to enhance inter-departmental planning relationships. • Continued to facilitate monthly Capital Improvements Committee meetings to provide internal review and oversight. • Facilitate integration of public infrastructure to be constructed via Development Agreements. • Facilitate the identification and budgeting of annual operating and maintenance costs associated with infrastructure and facility improvements. • Continued project definition and development efforts through project scoping and concept DRB review. • Completed E. Flagstaff Industrial Area Feasibility Study and preliminary design for potential roadway improvement district. • Supported preliminary corridor study for widening of Butler Ave between I-40 and Sinagua Heights subdivision. 	<p>CI Committee</p> <p>Capital Improvements</p> <p>Planning and Development Services</p> <p>Community Investment</p> <p>Stormwater Mgmt.</p> <p>Traffic Engr.</p> <p>FMPO</p> <p>Public Works</p> <p>Utilities</p> <p>Real Estate Mgmt</p> <p>Environmental Services</p>

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Comprehensively programmed infrastructure expenditures facilitate a planned growth, economic development and protect existing community assets.</p> <p>Allocating resources through a coordinated planning and engineering process with high levels of public involvement assures our community is shaped in alliance with citizen support.</p> <p>Partnerships with other public and private entities enhance our ability to leverage resources.</p>	<p>Program: Provide clear information and rationale to match available revenues with prioritized projects funded through the adopted 5-Year Capital Improvements Program. Assure that the 5-Year Capital Improvements Program is consistent with and reflects the objectives of the City's publicly adopted Regional Land Use Plan.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Coordinate 5-year CIP Update for 2009 – 2013 • Contributed to the facilitation of the fall Council Retreat to address near and long term capital needs as well as to identify the opportunity of developing more comprehensive master plans. • Maintain City-wide data base of capital projects for funding division input and up-dates. • Provide conflict and coordination analysis for proposed projects. • Coordinated internal review of proposed 5 year plans for each functional area within the City of Flagstaff. • Facilitated the development and review of on-going operational costs associated with infrastructure improvements. • Provided support for Congressional reauthorization of WRDA funding for Rio de Flag Flood Control project. • Continued administration of initial consultant services for identification and evaluation of FUTS/Open Space acquisitions. • Coordinated GIS mapping services for up-date of 5 year capital program and mapping of current public and private projects administered by the Community Development Department. 	<p>Capital Improvements</p> <p>Mgmt. Services</p> <p>FMPO</p> <p>Community Investment</p> <p>Traffic Engr</p> <p>Stormwater Mgmt.</p> <p>Utilities</p> <p>CI Committee</p> <p>Budget Committee</p> <p>Citizens Transportation Advisory Committee</p> <p>Public Works</p> <p>Real Estate Mgmt</p> <p>Environmental Services</p> <p>Grants Mgr.</p>

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Design: Administer development of project plans and specifications with continued involvement of project owners, partners and stakeholders.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Administered Design/Build contracts for new Fire Station projects. • Continued project management and administration of design services for Quiet Zones and Wayside Horns project scheduled for completion November 2008. • Assisted in coordination of activities and Council actions necessary for the formation and implementation of the Aspen/Sawmill Improvement District. • Continued project management and design services administration for utility relocations and property acquisitions associated with the Rio de Flag project. • Continued Rio de Flag project coordination with Army Corps of Engineers including construction phase liaison for the Clay Ave. Detention Basin. • Project management for Butler Ave medians and pedestrian enhancements at the NAU Conference Center. • Initiated design phase project management services for the paving of Brannen Ave. and Colorado St. • Completed design phase services for the Sixth Ave Detention Basin Spillway. • Administered completion of design services contract of Aquatics/Multi-Generational Recreation Facility. • Project management and design phase services for the Sixth Ave/West St. Intersection improvements. • Completed the design of the paver replacement at the Visitors Center/BNSF Railroad. • Continued project management services for the FUTS Crescent to Observatory Mesa and Blue Willow to Hwy 180 projects. • Continued project coordination with FHWA and US Forest Service for the Lake Mary Road improvements project. • Administered design services for the paving of Industrial Dr. between Fanning Dr. and Eagle Mountain Dr. • Completion of design services and contract documents for US 89 Streetscape. • Continued administration of the design services contract for the Huntington Dr. Reconstruction project and completed selection and award of Construction Manager at Risk services for the design phase. • Assisted Community Investment Division in design for the first phase of the Southside Redevelopment. • Completed administration of design services for the 4th Leg of Railhead Avenue-Hwy 89N intersection (Name to change to 'Marketplace Dr.'). • Ft. Valley Rd. Sidewalk replacement between Sechrist Elem. School and Stevanna Dr. design completed. 	<p>Capital Improvements</p> <p>Funding Dept.</p> <p>Maintaining Department</p> <p>Planning and Development Services</p> <p>Community Investment</p> <p>Contract Administration</p> <p>Real Estate Mgmt</p> <p>Environmental Services</p> <p>Grants Mgr.</p>

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Construct: Deliver a final product that is cost effective with a quality of workmanship that ensures a lasting value for our citizens.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Adult Center Renovations completed spring 2007. • Fire Station #1 completed July 2007. • Fourth St/Butler Ave Traffic Signal completed July 2007. • Fire Station #5 under construction and scheduled for completion June 2008. • Sunnyside Neighborhood Improvements Phase IV under construction and scheduled for completion April 2008. • Aquaplex (Aquatics/Multi-generational) recreation facility under construction and scheduled for completion August 2008. • Northern Arizona Center for Emerging Technologies under construction and scheduled for completion by summer 2008. • Aspen Place at the Sawmill public and private improvements under construction with phased completions scheduled for 2008 and 2009. • Sixth Ave. Detention Basin Spillway completed December 2007. • Crescent to Observatory Mesa FUTS trail under construction, scheduled for completion in the spring of 2008. • Clay Ave. Wash Detention Basin under construction and scheduled for completion spring 2008. • US 180/Ft. Valley Multi-purpose paths completed November 2007. • Woodlands Village Blvd Sidewalks and Killip Elementary School median landscaping completed. • Huntington Dr. Reconstruction scheduled for construction May through November 2008. 	<p>Capital Improvements</p> <p>Funding Department</p> <p>Inspection Services</p> <p>Purchasing</p> <p>Contracts Management</p>
	<p>Public Involvement: Provide opportunities for meaningful public input and involvement as well as access to current project and program information.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • Continued public forums and open house meetings. • Wayside Horn demonstration. • Monthly project reports provide on-going status of all CID projects. • Website access to adopted capital budget and capital program. • Public notice and media releases of traffic impacts • Current project up-dates via City Manager's Report. 	<p>Capital Improvements</p> <p>Funding Depts.</p> <p>Public Information</p> <p>FMPO</p> <p>CTAC</p>

GOAL STATEMENT CAPITAL IMPROVEMENTS	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Process Improvements: Continuous improvement of our internal process to ensure the most timely delivery of projects while ensuring compliance with all legal/policy requirements.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • Continued prospectus document development • Schedule-based work program and monitoring of work program status • Continuous monitoring of schedule and cost • Comprehensive 5-year CIP and annual updates • Annual Fall Council Retreat for early input on capital program up-dates. • Thorough project scope development • Team chartering • Internal project review process including concept DRB submittals. • Quarterly Project Financial Reports • Utilization of alternative project delivery methods as appropriate. 	<p>Contracts Administration</p> <p>Mgmt Services</p> <p>Capital Improvements</p> <p>Attorney's Office</p> <p>Purchasing</p> <p>Real Estate Mgmt</p> <p>Env. Services</p>

COLLABORATION

GOAL STATEMENT COLLABORATION	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Strengthen the community by strengthening partnerships with sovereign nations, public, non-profit and private agencies. Develop collaborative goals, through all levels of the organization, based upon common interests with these agencies to optimize the use of community resources and the delivery of services to the citizens of Flagstaff.</p>	<p>External relations: Department Heads/Division Heads to seek and strengthen ties with other agencies to obtain benefits for the community from shared resources, ideas, and funding.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> Developed new and strengthened existing relationships with Local State and Federal agencies including: Coconino Plateau Water Advisory Council: The Bureau of Reclamation completed the North Central Arizona Water Supply Study and presented an appraisal level report to the Council. The study is a preliminary evaluation of possible supply and pipeline alternatives that would address future water shortages on the Coconino County Plateau. The Council accepted the report and made a recommendation that authority be sought from Congress for a feasibility level study; Statewide Water Advisory Group: Continue to participate in NAMWUA and AMWUA to study state water issues including conservation and resources. FMPO: Collaboration with Councils of Government and Metropolitan Planning Organizations from across the state to forge a strategy to increase transportation funding; NAIPTA and FMPO are working closely to set a vision for transit through the downtown corridor; continue to advise the City on the development of the Lone Tree corridor; Northern Arizona Intergovernmental Public Transportation Authority; continue to collaborate with Coconino county, City of Sedona, City of Cottonwood, and Yavapai County on public transportation issues; and <p>FY2008 Status Update continued:</p> <ul style="list-style-type: none"> CVB: Continued participation in quarterly sales, marketing and public relations meetings with the Arizona Office of Tourism (AOT), local stakeholders, other statewide agencies and industry partners to ensure successful statewide marketing programs; Director attends quarterly meetings and is a board member of Arizona Tourism Alliance (ATA) whose mission is to ensure the future growth and success of tourism through collective efforts, ATA and it's partners work throughout the year to advocate, educate, and unite the tourism industry; Director holds an ex-officio position on the Flagstaff Cultural Partners board which serves as the re-granting organization for the City of Flagstaff art and science fund; CVB and Visitor Center staff coordinate efforts with the Winter Recreation Task Force to provide a first point of contact system and disseminate snowplay related information; and, CVB staff serves on multiple boards and associations throughout the city, state, and region as part of their ongoing work program. Work with NAU and its partners to market the High Country Conference Center 	<p>CM, DCMs, DHs</p>

GOAL STATEMENT COLLABORATION	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Policy development: Develop resources, through entities such as NAU, to identify strategies that address rural and regional issues on a broad scale. Encourage other agencies with common goals, such as other cities, Sovereign Nations, counties, and state and federal agencies to discuss and/or negotiate various issues using these strategies.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Development and annual update of Alliance Policy statement. • Continued pursuit of funding for Rural Policy Institute; education; Telecommunication • Completed agreements for International Network Master Plan; construction, and funding. 	CM, DCMs, DHs
	<p>Alliance Work Program: Strengthen the commitment to the existing collaborative structure of the Alliance to obtain maximum benefits in areas such as telecommunications, health care for employees, after-school programs; avts, and education.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Strengthened relationships and refined objectives to update or develop policy positions; address broader community and regional issues; and funding for education particularly University research and Allied Health Program development. 	CM, DCMs, DHs
	<p>Municipal Policy Statement: Refine policy statement development for internal and external use.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Policy statement updated and adopted annually. 	Council, CM, DCMs
	<p>Relationships with regional partners: Formalize meetings and development of policies, as well as clarify outcome expectations with regional partners.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Continuing to develop relationships as the basis for future work program formalization: water; transportation; tourism, housing; forest health. 	CM, DCMs, DHs

CUSTOMER SERVICE COMMITTEE

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Continue to instill a positive customer service culture throughout the organization and with each employee of the City in the delivery of service both externally and internally.</p> <p>Discussion: The City Council recognizes the importance of partnership with the citizens of our community, specifically in staff providing good customer service, while building positive working relationships with the community. The Customer Service Committee implements, revises, and/or reviews internal policies and practices to ensure, improve and strengthen customer service and relationships with the citizens.</p>	<p>Training: Continue to provide ongoing customer service training for all employees to ensure they understand and demonstrate good customer service and that they are aware they are always in the public eye.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Used the results of the survey conducted in 2007 and identified ways to improve and promote excellent customer service such as creating awareness and additional training. • Identified two methods to communicate and explain what “excellent customer service” or “service at a higher elevation” is this year. A link was created on the City’s intranet for the Customer Service Committee communication and a quarterly news bulletin was established. • Addressed how the Committee and each department can recognize and celebrate individuals that have received WOWs, QSI’s and 7K awards. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Using the results of the survey conducted in 2007 identify ways to address the importance of internal customer service and provide training on conflict resolution. • Work with the new City Manager to identify additional goals, priorities or other training. 	<p>Human Resources, Customer Service Committee</p>
	<p>Employee Services: Provide information on HR services to current employees and applicants through the use of technology.</p> <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Through “H.T.E. Click2Gov Employee Self Serve” employees will be able to see their payroll deductions and benefits on line. • Continue to evaluate the new HR applications installed this year “H.T.E. HRNet, Applicant Tracker and Click2Gov Applications” in order to determine additional ways to provide services through the use of technology. 	<p>Human Resources, Payroll</p>

GOAL STATEMENT CUSTOMER SERVICE COMMITTEE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Performance Evaluations: Performance evaluations are currently completed at the three, six and twelve month intervals for all non-commissioned employees and the three, six, nine and twelve month intervals for all commissioned employees.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Reviewed the probationary period for Police Officers and updated the policy to reflect changes. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> Evaluate the evaluation intervals and probationary period for the Court, Fire and Dispatch divisions. 	Human Resources
	<p>Determine the “Climate” of the City: Survey employees in order to get a base line regarding employee opinions on topics related to career opportunities, commitment, job satisfaction, pay and benefits, supervision, etc.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Climate survey was postponed until FY 2009 after the new City Manager starts, since a substantial piece of the survey is rating the City Manager. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> Conduct a follow-up survey in October 2008 to measure effectiveness of changes made. 	Customer Service Committee, Human Resources, Public Relations
	<p>Ethics: Develop guidelines so that employees understand the importance of maintaining the highest standards of personal integrity, truthfulness, honesty, and fairness in carrying out their public duties.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Provided five Ethics training sessions as of January 2008 and it included 262 employee. The training was created to increase awareness and understanding on how the recently approved Ethics Policy applies to them. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> Provide Ethics training for all new employees 	Customer Service Committee, City Manager, Deputy City Manager, Department Heads, EAC

ORGANIZATIONAL SUPPORT

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>To ensure that the City of Flagstaff has the necessary organizational structure and staff who are trained to achieve the goals of the City, now and in the future. To develop and maintain compensation and benefits systems that allow the City as an employer to hire and retain a workforce that is recognized by the Council and public as committed public servants.</p> <p>Discussion: The City Council recognizes the importance of positioning the City as a quality employer within the community to enhance recruitment and retention of employees. To do so requires providing a compensation and benefit package to attract and retain qualified employees. The City further recognizes that to accomplish established goals requires a well-trained staff.</p> <p>An outcome of providing an excellent integrated and comprehensive level of service, and to ensure the continued long-term viability given that 20% of top management is eligible for retirement, succession planning will be implemented. Succession planning will be pursued to ensure the continuity of the City's leadership talent by identifying and developing potential individuals so that excellent performance is preserved as well as enhanced, individual advancement is strengthened, and the City has the right leaders prepared for the right positions at the needed time.</p>	<p>Succession Planning: Develop a "competency based" process that develops a group of high potential employees who can assume leadership roles as needed across a broad spectrum of the organization.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Implemented an informal mentoring program to help integrate new employees into the organization. • Continued to promote and provide training in the Leadership Talent Development Program. • Evaluated the effectiveness of the program and as of May 2007 the City is promoting from within 65% of the time versus 35% of employees are hired from the outside. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Work with the new City Manager to identify additional goals, priorities or other training. • Evaluate the current courses offered in the Leadership Talent Development Program (LTDP) to ensure they are meeting the organizations needs. • Based on the feedback from the training needs survey and review of the LTDP program consider adding a second part to the LTDP program. 	<p>City Manager, Department Heads, Human Resources</p>

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Compensation and Benefits: Maintain a compensation and benefits system that is internally equitable and externally competitive within the financial capability of the City. This will include conducting a market survey annually to ensure the City's salaries are within the market.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Conducted a market analysis in October 2007 to ensure salaries are within market. • In addition to the market analysis, HR completed Magistrate, Council, GIS and assignment pay salary surveys. • Completed broad banding of Project Managers, Court Judicial Specialist and Attorney to address classification and compensation issues. • Revised compensation for Police, Dispatch, CDL drivers and Attorneys to improve recruitment and retention. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Continue to conduct a market analysis to ensure salaries are within market. • Implement a recruitment incentive policy/program in order to improve recruitment and retention. • Review positions that are receiving retention pay to determine if it is still necessary or what other actions can be taken. • Review the City's current pay structure and the Compensation policy to ensure it is still meeting the organization's goals and objectives. 	<p>Human Resources, Compensation Committee, EAC, Department Heads, City Manager, Deputy City Manager, Budget Team</p>

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Professional Development: In conjunction with succession planning, identify and develop training plans to enhance the employees' knowledge, skills and abilities, potential for career growth, and leadership development.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Implemented an orientation for new supervisors and managers. Provided two training sessions and 65 employees participated. • Continued to provide development opportunities to employees such as Powerful Business Writing, Technical Writing Skills, Peer to Boss, Supervisor's Academy, Computer Training (Excel, Word, Access and PowerPoint), Media Relations, and Drug & Alcohol Awareness Training for Supervisors. • Updated the Continuing Education policy, so more employees can benefit from the program. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Conduct a training needs survey. • Work with the new City Manager to identify additional goals, priorities or other training. • Based on the results of the needs survey, evaluate the courses currently being offered and add or change as necessary in order to meet the goals and objectives of the organization. • Continue to provide training that will enhance professional development. 	<p>Human Resources, Department Heads, Budget Team</p>
	<p>Employee Support: Evaluate current and proposed programs to ensure adequate financial and organizational support to successfully accomplish the goals. Also ensure that employees understand and support the mission and values of the City.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Completed research and currently implementing a policy on veteran preference. • Implemented "H.T.E. HRNet, Applicant Tracker, and Click2Gov Applications" in order to support the organization with personnel and training records management and recruitment efforts. • Implemented a procedure in order to comply with the new E-verification requirements. • Increased the number of face-to-face exit interviews. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Consider the addition of a customer satisfaction survey that would be sent out by HR annually in order to measure how successfully we are meeting the needs of our customers. • Continue to conduct face-to-face exit interviews and report out on an annual basis. 	<p>Department Heads, Budget Team, Human Resources</p>

GOAL STATEMENT ORGANIZATION SUPPORT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Organizational Structure: Review the current organizational structure to determine relationships, organizational efficiency and effectiveness. Identify potential improvements considering new and existing programs. Review to include appropriate staffing levels and skill requirements.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Completed a position control audit. • Participated in IRS audit and completed all items that needed to be updated in order to address concerns. • Updated the Take Home Vehicle policy and procedure in order to meet IRS requirements. • Created and implemented a FLSA policy to address deductions from Exempt employees paychecks. <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Work with others in the organization to create a pandemic flu policy. • Work with the new City Manager on strategic planning organization wide. • Work with the new City Manager on workforce planning. • Review the organizational structure to capitalize on organizational effectiveness and efficiency. 	<p>City Manager, Deputy City Manager, Department Heads, EAC, Human Resources</p>

ECONOMIC DEVELOPMENT/REINVESTMENT

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Maintain and strengthen Flagstaff as the regional center for retail, employment, and hospitality while enhancing the quality of life for our residents.	<p>Entrepreneurial Development Work with Northern Arizona Technology and Business Incubator to develop start-up technology businesses to provide higher paying jobs in the future.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Construction underway • Facility renamed Northern Arizona Science, Technology, and Clean Energy Center • Operator renamed NACET • Facility to open in August 2008 • 16 clients in the pipeline 	Community Investment
	<p>Site Specific Redevelopment Attract new development to the City on City-owned sites or sites that have an impact on the entire community.</p> <p>Fourth Street/Route 66 FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Four responses received • Developer selected <p>Downtown Block FY 2009 Goals:</p> <ul style="list-style-type: none"> • 4240 retained for feasibility analysis • Work with PO on possible expansion/relocation 	Community Investment
	<p>Strategy: Community Reinvestment Marketing</p> <p>Begin an aggressive marketing campaign in national trade magazines to raise awareness about the advantages of our community to potential developers, lenders, investors and tenants.</p> <p>A lifestyle theme will be used to appeal to specific retailers and corporations.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • Ad campaign continues highlighting various projects in Shopping Centers Today and Urban Land. • Staff attended the annual International Shopping Center Conferences in Las Vegas and San Diego • Staff attended the annual Urban Land Institute Conference in Las Vegas <p>FY 2009 Goals: Same</p>	Community Investment

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: East Flagstaff Gateway Area</p> <p>Complete a Redevelopment Area Plan for this area that can serve as an anchor and gateway for the City. The plan will include stabilization and rebuilding of the existing industrial area into a more “park like” setting.</p> <p>The Mall expansion may include additional retail offerings, housing, and possibly an auto mall.</p> <p>All of this will strengthen the community’s tax base while serving as an economic engine for additional redevelopment in the area.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • First Phase opened in October 2007 • Toyota Scion dealership under construction <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Complete sale of last three lots in Auto Park • Major renovation of Mall • Develop plans for next Phase of Mall expansion 	<p>Community Investment</p>
	<p>Strategy: Sawmill</p> <p>Work with the developer to create plans for a mixed-use neighborhood center that may also include some regional business or headquarters.</p> <p>Project should serve as an anchor on Butler Avenue and eventual link and Gateway to the Southside and NAU.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Improvement District under construction • New Frontiers under construction <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Second phase under construction • New Frontiers opened 	<p>Community Investment</p>

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: USGS Park</p> <p>Continue to address new employment base opportunities and fund campus Master Plan improvements.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Worked through issues on Section 106 Review <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Continue to work with USGS on GSA approval for lease and expansion <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Lease completed • Rezoning completed <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Marketing in cooperation with the City for tenants • Preliminary construction begun 	Community Investment
	<p>Strategy: Downtown</p> <p>Address issues related to Downtown's continued economic viability since it is a major tourist attraction and the heart of the community. Issues include: On street parking; Employee parking; store turnover; events; street management; imaging</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Worked with a Downtown Parking Committee that included major stakeholders and businesses to develop a parking strategy and master plan <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Install parking management best practices • Provide overall Downtown management similar to a mall with unified marketing and management, maintenance and assist property owners on attracting compatible businesses 	Community Investment

GOAL STATEMENT: ECONOMIC DEVELOPMENT/ REINVESTMENT	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Strategy: Economic Development</p> <p>FY 2008 Status Update Launched new Economic Development Program including:</p> <ul style="list-style-type: none"> • Hired Business Attraction Manager • Hired Business Retention Manager • Launched new partnerships with NAU and CCC including: <ul style="list-style-type: none"> Business Assistance Program Proof of Concept Program • Formed Northern Arizona Economic Development Advisory Committee • Held summit with workforce providers • Held summit with Employers on issues • Started new marketing program for Business Attraction including ads in: <ul style="list-style-type: none"> <i>Site Selection Magazine</i> <i>Business Expansion</i> <i>San Diego Business Journal</i> • Launched new website, www.cityofinnovation.com • Joined APS AZ Prospector program • Joined Site Location Network • Launched new jobs site, bestjobsinflagstaff.com • Responded to lead generations from ADOC • Joined the APS B3 Business Retention and Expansion Program • Visited employers regarding current business issues • Worked on development of local business expansion including: <ul style="list-style-type: none"> Nestle Purina Petcare, \$40 million, 50 jobs, 100,000 square feet Federal Express, 6 acre expansion • Attended IEDC Training in: <ul style="list-style-type: none"> Business Retention & Expansion Business Attraction & Marketing Economic Development Planning • Attended and marketed Flagstaff at: <ul style="list-style-type: none"> MDM West Superbowl 2008 Governor's Innovation Awards GreenBuild BIO2008 Global2008 <p>FY 2009 Goals: Continue above programs with the addition of addressing concerns raised in BR&E visits including:</p> <ul style="list-style-type: none"> • Workforce training programs • Completion of Nestle Purina project • Completion of expanded FedEx Ground Facility 	<p>Community Investment</p>

FISCAL HEALTH

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The City of Flagstaff shall maintain good fiscal health through sound financial management and fiscal integrity. The City shall maintain written policies that provide for a balanced budget that meets the vast array of community needs, that ensure that resources are available to meet future need, allows for community infrastructure to be maintained at adequate levels and other sound financial practices.</p> <p>Discussion: The Council recognizes that the vision and intentions of the policy makers exceeds the economic realities. In order to accomplish the plans of shaping a Flagstaff that stays true to its quality of life interests, the strategy must include the creation of community wealth through economic development, redevelopment, the creation of new revenues and the leveraging of financial assets.</p>	<p>Sustainability – Work with Environmental Services staff to incorporate sustainable goods and processes in the procurement process.</p> <p>FY 2008 Status Update: The Sustainability Program has implemented the Sustainability Leadership Team, comprised of representatives from all departments who work to assess departmental operations and implement changes to make them more sustainable and cost effective. In addition, staff continues to work closely with Purchasing staff to create and implement a Smart Purchasing Policy. Sustainability Program staff also continues to work with Fleet Management staff to implement changes in the Fleet Purchasing procedures to purchase more fuel efficient and alternative fuel vehicles.</p>	Environmental Services, Finance, Purchasing, Fleet
	<p>Housing – Assist with financial tools that will provide additional financial opportunities to achieve housing goals.</p> <p>FY 2008 Statue Update:</p> <ul style="list-style-type: none"> Finance and housing staff continue to work together to determine financial needs as Council offers direction and definition related to housing goals 	Housing, City Administration, Finance
	<p>Capital Improvements – work with CIP to develop comprehensive plan of infrastructure needs</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Five year CIP published. Mapped all projects Completed database for division input and reporting 	CIP, PW, Finance, Utilities
	<p>Fee Policies – Develop a policy of mandatory fee reviews including frequency and responsibility.</p> <p>FY2 008 Status Update:</p> <ul style="list-style-type: none"> Contracted with consultant to update City user fee study for all user fees in FY2008 Beginning in FY2009, identified user fees will be reviewed on a three year rotating basis. 	Finance
	<p>Work Smarter –In an effort to reduce redundant work and paper work, explore electronic opportunities, i.e., online contracts.</p> <p>FY 2008 Status Update: The City has purchased software to provide online access to utility billing, vendor registration and employee access to payroll information. The City has implemented automated contract retainage, work orders, and electronic vendor payments.</p>	E Government Committee

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>New Revenues – Implement new fee recommendations.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> The City has contracted with consultant to update City user fee study for all user fees in FY2008. Fees will be revised or implemented based on the consultant's recommendation and Council's acceptance of the study. 	Finance
	<p>Impact Fees – Implement impact fee recommendations as desired.</p> <p>FY 2008 Status Update: The study will be forwarded to Council for consideration.</p>	Planning
	<p>Leverage Grants – Find grants for the city projects and programs.</p> <p>FY 2008 Status Update The City budgeted \$18,815,572 for 52 grants for FY2007.</p>	Finance
	<p>Cost Allocation – Continue cost allocation methodology and start process of including overhead recovery in grants.</p> <p>FY 2008 Status Update: Both the full cost and OMB A 87 cost plans are updated on an annual basis based on the previous years actual numbers as shown on the CAFR. The indirect (OMB) rate for FY2008 was 6.25%</p>	Finance
	<p>Public Private Partnerships – Look for ongoing opportunities to coordinate infrastructure development to meet the needs of both parties.</p> <p>FY 2008 Status Update: Working to coordinate infrastructure on the USGS campus with the Incubator, Science Park, USGS building replacements and private development.</p>	PW, Utilities, Community Development, Administration
	<p>Performance Measurement – develop an internal system to streamline performance reporting that will be used for various City needs, including performance based budgeting in the future</p> <p>FY 2008 Status Update: Provided training to all divisions regarding performance measures. Implemented on-line forms. The City received special performance measurement recognition in the FY2008 budget document from the Government Finance Officer's Association.</p>	

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Credit Cards – Implement the credit card program citywide to reduce cost of processing.</p> <p>FY 2008 Status Update: Credit cards are accepted by Customer Service for all City services. Internet payments are accepted for charges reflected on the water bill. As the volume grows, the processing charges for the City have increased. The City will bid this service in FY2009.</p>	Purchasing
	<p>Bond Program – Based on an unfunded needs develop a bond program and financing alternatives for various city projects</p> <p>FY 2008 Status Update: Staff is working with space needs consultant to develop long term options to finance replacement of city facilities, public works yard, city court, records storage, and additional office space to accommodate city staff.</p>	Finance, CIP, PW,
	<p>Sales Tax – Remove the expiration clause on the City 1% Sales Tax to create revenue stability</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • The City will start an education effort in the community of the importance of this vital revenue source to the City. Current plans would be to place this initiative on the ballot in 2010. 	Finance
	<p>Maintenance -- Incorporate reduced maintenance as capital criteria</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • All capital projects continue to be reviewed to assess increased or reduced maintenance expenditures. • Current and future facility needs are being evaluated through a consultant to determine needed funding levels. 	CIP, PW, Utilities, Finance

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Investments - Invest excess City fund and achieve a rate higher than the Arizona State Treasurer's Pool. Current funds outside the pool earn 4.1%. The current return on the state pool is 5.2%.</p> <p>FY 2008 Status Update: The inverted yield curve has subsided and the longer term securities are offering a higher rate of return than the short term securities. The sub-prime mortgage investments have hurt some state investment pools around the country that invested heavily in mortgage backed securities. The result has been runs on those funds as cities and counties have withdrawn their funds before the investment pools lose value. A review last fall of the Arizona State Treasurer's list of investments showed that they began liquidating mortgage backed securities in the Spring of 2007 and now have an insignificant amount in mortgage backed securities in their portfolio.</p> <p>Interest rates have been declining since September 2007, a total of 2.25%. The city has increased the amount of funds in the State pool to 54% of the total funds available for investment because the State pool tends to lag behind the market. Thus, as interest rates decline, the State pool offers a better yield on short term investments. New purchases of federal agency securities have been those items that offer longer call protection and subsequently a higher yield than the State pool offers. However, as the yield rates continue to decline the maturity dates offered by the federal agencies to secure the higher yields is becoming too long. The goal is to invest in short term instruments, either the State pool or federal securities, so that cash is available to take advantage of the market when interest rates turn around.</p>	Finance
	<p>Software -- Integrate software systems with the financial mainframe to the extent possible.</p> <p>FY 2008 Status Update: The City has implemented both a Human Resource module and a Work Order System Module. FY2009 will bring the review and recommendation for software to replace the City Kiva system and a City-wide imaging solution.</p>	Courts, Recreation, Finance
	<p>Operational impacts of capital projects -- Identify operational impacts of capital projects and other decisions to incorporate a sustainability analysis.</p> <p>FY 2008 Status update:</p> <ul style="list-style-type: none"> • Policy that all Capital Projects include the ongoing costs of operations. 	All departments, Finance

GOAL STATEMENT FISCAL HEALTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Bond Ratings -- Maintain accounting standards and reporting to ensure good bond ratings.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Bond ratings are at AA- or A+ by Standard and Poor's • Bond ratings are at Aa3 or A-1 by Moody's Investor Services 	Finance.
	<p>Tax base – Consider policies that increase the tax base through annexation and redevelopment</p> <p>FY 2008 Status Update: Due to the passage of Proposition 207 in 2006, the City's ability to annex property is limited. The City continues pursuit of the flood control project in downtown to encourage redevelopment. The project got reauthorized this year.</p>	
	<p>BBB Tax – Extend the BBB tax beyond the current 2013 expiration</p> <p>FY 2008 Status Update: The City will start an education effort in the community of the importance of this vital revenue source to the City. Current plans would be to place this initiative on the ballot in 2010.</p>	
	<p>Bond Issues – Time capital projects approved May 2004 so that bond issuances are timed resulting in no overall increase to the secondary property tax rate.</p> <p>FY 2008 Status Update: Bond issues are sold in alignment with time frames to complete capital projects to assure funds are available in a timely manner. The Secondary tax rate is evaluated annually to assure a steady rate over the various bond issues and retirements. Arbitrage is not restricted on investments held to construction bonds.</p>	

WORKFORCE HOUSING

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Research and Planning Goal Statements</p> <p>Maintain current information on housing market conditions, trends and issues, both locally and nationally.</p> <p>Ensure the information is available to the City and the general public.</p> <p>Maintain current knowledge of state of the art housing programs and policy initiatives undertaken successfully by other jurisdictions.</p> <p>Ensure housing plans remain current, accurate and in concert with other City plans including the Regional Plan.</p>	<p>Write and obtain HUD approval of the 2008/2009 Annual Action Plan</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Submission deadline May 15, 2008 – on schedule to meet deadline • Fair Housing activities and outreach completed <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Submission deadline May 15, 2009. 	Community Investment Division
	<p>Maintain a close working/planning relationship with the new Arizona Department of Housing</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Attended Governor's conference on Housing • Attended Qualified Allocation Plan meetings and provided input • Efforts on-going <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Will attend ADOH functions 	Community Investment Division
	<p>Update Affordable Housing Gap Analysis in Arizona Department of Housing Format</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Nexus Study completed <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Begin implementation of recommendations as directed by City Council 	Community Investment Division
	<p>Research successful housing initiatives conducted or sponsored by municipalities with similar housing market conditions.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Research and scoping for City of Flagstaff employer assisted housing program • On-going meetings with Police Department to design information for employees • Meetings with other employers on-going as requested <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Implementation of employer assisted housing program if directed by Council 	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Policy Goal Statements</p> <p>Develop policy recommendations for City Council to address identified workforce housing issues.</p> <p>Consider the full housing continuum in making policy and program recommendations. (Historically attention had focused on homeownership, however greater attention needs to be paid to the rental market and other continuum steps.)</p> <p>Implement policies and programs as directed by City Council.</p>	<p>Rewrite the LDC based affordable housing incentive Ordinance (Set-Aside Policy)</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Housing Policy Task Force recommendations being implemented through the updating of the Land Development Code to promote workforce housing and rewrite of incentive policy Completion of Nexus Study Began developing housing element for the Regional Land Use and Transportation Plan <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> Implement incentive policy Complete housing element for the Regional Land Use and Transportation Plan Continue implementation of Housing Policy Task Force recommendations 	<p>Community Investment Division</p>
<p>Housing Goal Statements</p> <p>Increase entry level owner occupied housing opportunities available to workforce and low-income households</p>	<p>Partner with both private and non-profit builders to build entry level homes</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Rio Homes sold 20 permanently affordable units to qualified households Public improvements completed for the Izabel Homes project– will result in 16 units Request For Proposals for vertical construction for Izabel issued and awarded Met with Arizona Multi Family Housing Association to explore rental opportunities <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> Issue two development Requests for Proposals Establish beneficial partnership opportunities to continue providing housing opportunities 	<p>Community Investment Division</p>
	<p>Through the formation of the Community Land Trust Program, incorporate successful strategies employed by existing land trusts.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> Program implemented First units of Land Trust Program Homes sold to qualified households <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> Issuance of 2 RFP for Community Land Trust Program construction 	

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Coordinate partnerships with private developers to build residential and mixed use subdivisions on City owned land with a variety of housing types and a minimum of 20% being entry level affordable</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Rio Homes construction underway • RFP issued and awarded for John Wesley Powell property <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Additional opportunities to be identified and planned 	Community Investment Division
Increase housing opportunities across the housing continuum in Flagstaff.	<p>Continue to fund and coordinate:</p> <ul style="list-style-type: none"> • Non-profit homebuyers assistance programs providing education and loans for down payment and closing costs • Non-profit acquisition/rehabilitation programs converting vacant and renter occupied homes into home ownership <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Homebuyer assistance programs continue to assist Flagstaff residents with first time home ownership • Acquisition/rehabilitation projects underway • Equity sharing implemented in eligible properties assisted with downpayment and closing costs <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Continue homebuyer assistance programs • Research other viable tools to increase funds for programs 	Community Investment Division
	<p>Make City land available for rental housing developments where appropriate.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • RFP issued for property identified to be used for low-income senior rental housing via federal 202 program <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Determine viability of incorporating rental properties into the Community Land Trust Program • Create timeline for implementation if viable 	
	<p>Continue to fund and coordinate owner occupied housing rehabilitation programs</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • 5 emergency repairs and 3 minor rehabilitation completed • 5 emergency repairs and 3 minor repairs underway • Contract and funding for 14 emergency repair and 8 minor repair10 housing rehabilitation projects completed <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • 14 emergency repairs and 8 minor repairs10 housing rehabilitation projects to be completed 	Community Investment Division

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Reduce the substandard housing stock in Flagstaff.	<p>Incorporate a variety of housing types and affordability in the residential portion of redevelopment projects</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Efforts ongoing <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Efforts to continue 	Community Investment Division
	<p>Enhance early and up-front involvement in the Development Services new project process</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Housing Planner integrated into Development Services process and is reviewing plans and meeting with developers where appropriate <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Housing Planner involvement in review process to be refined as needed 	
	<p>Maintain efforts to work with the development community to promote workforce housing efforts and opportunities</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Efforts ongoing <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Efforts to continue 	
Incorporate workforce housing components in appropriate projects using excellent design and maximizing the livability of area functions.		

GOAL STATEMENT WORKFORCE HOUSING	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
Educate the community on the role of housing in a sustainable community	<p>Develop and cultivate community partnerships where appropriate and viable.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • City of Flagstaff conducted a lender/realtor and appraiser training • Fannie Mae assisted community partners with designing employer assisted housing programs <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Community education to continue where appropriate • Additional partners to be identified 	Community Investment Division
	<p>Explore / promote solutions other than 'board and nail', such as economic opportunity, sustainability, and supportive services in order to create a suitable living environment.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Other solutions, such as employer assisted housing, are being promoted to community partners where appropriate <p>FY 2009 Goals:</p> <ul style="list-style-type: none"> • Continue exploration of other best practice strategies and share ideas with community partners 	

FUTURE GROWTH

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
General planning for growth through implementation and maintenance of the Regional Land Use and Transportation Plan.	<p>Regional & Community Planning: Appropriately shape growth and continue implementation of the Regional Plan through policy development and large scale public and private planning efforts to promote the creation of high quality truly traditional neighborhoods and build a higher quality and more livable community.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Housing Element 20% completed (staff position vacant). 2. Transportation Element being revised under consultant contract with the FMPO. 3. Several minor amendments approved. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Initiate contract to perform several functional Master Plans. 2. Complete, with the County, outline of scope of work for updating the Regional Plan. 3. Complete Transportation Element. 	<ul style="list-style-type: none"> • Planning & Development Services Division • Housing Section, Community Investment Division • Economic Development Section, Community Investment Division • Utilities Department • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • Coconino County • ADOT • SLTD • State of Arizona • USFS
(Continued)	<p>Community & Neighborhood Planning: Plan and enhance the City, neighborhoods, and districts, to continue implementation of the Regional Plan, promote the creation, re-creation, and maintenance of high quality truly traditional neighborhoods, and build a higher quality and more livable community.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Initiated documentation of Character Districts. 2. Continued implementation of Southside Plan with prototypical projects. 3. Initiate a planning process for the Plaza Vieja Neighborhood. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Continued to document Character Districts. 2. Continue implementation of Southside Plan with more City initiated projects and on private properties (possibly using Historic Facades & Signs grants). <p>Continue planning process for the Plaza Vieja Neighborhood.</p>	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • Development Services Division • Capital Improvements Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization • SLTD • USFS

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	<p>Neighborhood Planning & Urban Design: Plan and enhance the neighborhoods, districts, and special projects, to continue implementation of the Regional Plan, promote high quality and compact development, and build a higher quality and more livable community.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Continued development of the McMillan Mesa Open Space/Park Design. 2. Constructed third community Gateway Sign. 3. Processed Specific Plan for Lone Tree Corridor. 4. Initiated Butler Avenue corridor planning. 5. Processed annexation and zone change application for City parcels at Route 66 and Fourth Streets. 6. Processed zone change application for Science Park. 7. Developed Route 66 prototype and design guidelines. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Develop Design Review Guidelines to provide clarity for current requirements and to address inadvertent outcomes. 2. Develop Character District standards and guidelines. 3. Provide special project planning to demonstrate high quality planning and design, affordable and work force housing, historic preservation, and economic development/redevelopment opportunities. 4. Continue Butler Avenue corridor planning. 5. Implement Route 66 prototype designs. 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • Development Services Division • Capital Improvements Division • City Council • Planning and Zoning Commission • Flagstaff Metropolitan Planning Organization
Shape anticipated growth so that the development of housing serves the entire spectrum of Flagstaff citizens.	Housing Element: See Regional and Community Planning.	<ul style="list-style-type: none"> • See Regional and Community Planning
(Continued)	<p>Housing Context: Evaluate existing housing conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Completed Community Economic Sustainability (Nexus) Study. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Implement recommendations of Community Economic Sustainability (Nexus) Study. 	<ul style="list-style-type: none"> • Housing Section, Community Investment Division • City Council • Planning and Zoning Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	<p>Housing Development: Initiate public and partnership housing development programs and projects and promote private industry initiation of same with the focus being unmet needs within the current development patterns.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Initiated development of Isabel Homes. 2. Secured commitment to Affordable Housing in association with Juniper Point. 3. Fully integrated Housing Section into Development Review Board / project approval process to establish early contact with private developers and to maximize opportunities. 4. Initiated design of Schulz Pass Meadows. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Complete Isabel Homes. 2. Initiate construction of Schultz Pass Meadows. 3. Continue to monitor for, and act on, opportunities arising from development applications. 4. Initiate one to two new housing projects that serve unmet needs. 	<ul style="list-style-type: none"> • Housing Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission
Continue planning and development of an efficient, cost effective, multi-modal Regional and City circulation system.	Circulation (Transportation) Element: See Regional and Community Planning.	<ul style="list-style-type: none"> • See Regional and Community Planning
(Continued)	<p>FUTS: Continue development of the planned Flagstaff Urban Trail System.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Secured acquisition of all trail needs for the top 100 trails. 2. Beautification and Public Art Commission orientation, organization, and focus (Provides oversight for FUTS expenditures). 3. Continued development of prospectus documents for planned trails. 4. Continued trail construction per previously developed ranking and five-year plan. 5. Initiated “savings” for remaining primary trails (exceeds available funds per year). <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Initiate Capital Reserve Study and “savings” for trail maintenance. 2. Continue trail construction per previously developed ranking and five-year plan. 3. Continue development of prospectus documents for planned trails. 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • Beautification and Public Art Commission • Flagstaff Metropolitan Planning Organization

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
(Continued)	1. Circulation System Needs: See Regional and Community Planning.	
Preserve the natural environment of Flagstaff and the community character derived from it.	<p>Open Space: Retain open space through acquisition (purchases, land trades, easements), private partnerships (incentives and regulation), and maintenance.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Completed Open Space Acquisition Plan. 2. Completed development of Open Space Management Plan. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Assess and develop future function of Open Spaces Commission. 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Open Spaces Commission
Preserve the heritage resources of Flagstaff and the community character derived from it.	<p>Heritage Preservation: Actively work to protect and preserve heritage resources so that future generations will better understand and appreciate our rich heritage.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Completed establishment of third Historic Design Review Overlay District (Landmark) that serves as floating zone for individual properties. 2. Five Historic Facades and Signs Grants approved. 3. Preservation of the El Pueblo Motel continues. 4. Preservation efforts for the Pelota Court continue. 5. Completed Inventory update of Southside Historic District. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Complete development and implement City wide Historic Preservation Program. 2. Initiate development of a Historic Route 66 Heritage and Redevelopment District. 3. Complete Inventory Southside Historic District National Register Listing. 4. Continue emergent preservation efforts (see also Neighborhood Planning & Urban Design). 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission • Historic Preservation Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Ensure that Flagstaff has a high quality built environment and that the development of Public and Cultural Arts is proportionate to planned growth.</p>	<p>Beautification: Enhance the appearance of the community and quality of life through high quality urban design, landscaping, architecture, and various enhancement projects.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Beautification and Public Art Commission orientation, organization, and focus (Provides oversight for beautification expenditures). 2. Initiated Woodland / Buelah Medians Landscaping Project. 3. Initiated landscape screening south of tracks (Industrial Drive). 4. Developed Beautification Five-year Plan. 5. Worked to enhance Landscape Standards for Right-of-ways. 6. Worked with NAIPTA to develop NAIPTA World Headquarters. 7. Continued design review (DRB). <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Initiate enhancement projects per Beautification Five-year Plan. 2. Coordinate with implementation of the Southside Plan (see also Community & Neighborhood Planning). 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • City Council • Beautification and Public Art Commission
<p>(Continued)</p>	<p>Public Art: Enhance the appearance of the community and quality of life through public art.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Public art is displayed indoors at City Hall, the Airport, and the Adult Center. 2. Beautification and Public Art Commission orientation, organization, and focus (Provides oversight for public art expenditures). 3. Developed Public Art Five-year Plan. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Continue indoor art displays. 2. Initiate outdoor public art projects. 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • City Council • Beautification and Public Art Commission
<p>(Continued)</p>	<p>Cultural Arts & Sciences: Enhance the community's quality of life through cultural arts and sciences.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Flagstaff Cultural Partners distributed \$300,000 in grants to various cultural arts and science entities. 2. Flagstaff Cultural Partners grant policies updated. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Flagstaff Cultural Partners to distribute grants to various cultural arts and science entities. 	<ul style="list-style-type: none"> • Community Design Section, Community Investment Division • City Council • Flagstaff Cultural Partners

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Continue planning and delivery of efficient and cost effective public facilities and services including appropriate assignment of costs to new development.</p>	<p>Public Facility and Services: Evaluate existing facilities and service conditions; plan, prioritize, and program needs for existing shortcomings and for anticipated growth including appropriate assignment of costs to new development.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Initiated Capital Improvement Program Construction. 2. Juniper Point project development agreement being negotiated. 3. Butler Avenue project still being discussed with adjacent land owners. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Several functional Master Plans will be developed to examine current facilities & services to project future needs. 	<ul style="list-style-type: none"> • Public Works Department • Planning & Development Services Division • Capital Improvements Division • • City Council • Planning and Zoning Commission
<p>Promote a higher quality and more livable community through economic development and re-development efforts that both demonstrate and achieve community goals, such as promoting employment, economic stability, revitalization, historic preservation, and other Regional Plan goals.</p>	<p>Redevelopment: Initiate public and partnership economic development and re-development programs and projects and promote private industry initiation of same.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Mall Expansion / Auto Park under construction. 2. NAU Conference Center under construction. 3. FBI Building at Air Park completed. 4. USGS Science and Technology Park development initiated: Design work started for Incubator Project. 5. Downtown Parking Program and District initiated. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Continue ongoing major / living wage employer attraction efforts. 2. Monitor downtown economic slump, provide assistance where possible. 3. Continue development of Downtown Parking Program and District. 4. Deploy re-development programs / plans to implement the Southside Plan. 5. Continue USGS Science and Technology Park development. 	<ul style="list-style-type: none"> • Economic Development and Re-development Section, Community Investment Division • Development Services Division • City Council • Planning and Zoning Commission

GOAL STATEMENT: PLANNING FOR GROWTH	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The primary tool for implementation of the Regional Plan is the Land Development Code which currently is not performing as needed.</p>	<p>Land Development Code: Amend as needed so that public and private development work provides the desired type, scale, and character of the natural and built environment and community character.</p> <p>FY 2008 Status Update:</p> <ol style="list-style-type: none"> 1. Amendment to LDC adopted by Council. 2. A Traditional Neighborhood Design (TND) Zone, that includes Form-Based Codes, was adopted by Council 3. Juniper Point project will use the Form-Based Code Techniques. <p>FY 2009 Goals:</p> <ol style="list-style-type: none"> 1. Perform Phase I of a Land Development Code study to determine the opportunities and risks in performing a complete rewrite of the Code. 2. Make needed amendments to the LDC as required. 	<ul style="list-style-type: none"> • Zoning Administration Section, Planning & Development Services Division • City Attorneys Office • City Council • Planning and Zoning Commission

PUBLIC SAFETY

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>The goal is to promote and maintain a safe community through an integrated public safety system that addresses underlying issues affecting public safety, health and quality of life.</p> <p>Discussion: The City Council recognizes that the role of public safety encompasses a broad array of interrelated activities. Public order and quality of life issues must be addressed on a broad front through a partnership of shared responsibility and trust between Police, Fire, other city departments, civic organizations and the community. Community safety and well-being must be built from within each neighborhood and cannot be imposed from the outside. The integrated approach of using all available resources of private enterprise, government, civic organizations and neighborhoods, each accepting shared responsibility is the optimal use of public safety services to enhance the quality of life for the community.</p>	<p>Continue to improve upon the coordination and team approach of focusing Police, Fire, Planning & Zoning, Environmental Management, Legal and Health Services to efficiently address safety and health needs.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • The Fire and IS departments are working with County IS to obtain statistics from the CAD system and the Fire Department's Fire House Management software. • The Dispatch User's Committee met throughout the year to enhance emergency dispatch and technical operations of the 911 Center. • The Police, Fire, Public Works and other City Departments participated in several disaster exercises. • The Police Department encouraged all City departments to participate in Block Watch forums to better enhance the partnership between City government and community members. • The Police department continued to develop and strengthen its COMPSTAT program. This program analyzes crime and traffic trends and quality of life issues and develops weekly objectives to respond to these trends. Reductions in Part I crime and property crime suggest these efforts are successful. • Reorganized the ability of the Police Department to develop and track intelligence on homeland security issues, gangs and drug activity. A more formalized process was developed in partnership with surrounding agencies with the goal of improving this process. 	All
	<p>Environmental Services/Code Enforcement continued the abandoned vehicle and litter control programs in partnership with block watch and neighborhood organizations.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Police participated with Environmental Services in numerous neighborhood clean-up projects and graffiti removal within budget restrictions, in conjunction with the Sunnyside, Southside & Old Town neighborhoods. • Environmental Code Enforcement (Clean & Green) continues to coordinate the abandoned vehicle and litter control programs in cooperation with Police. 	Environmental Services Police

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Push decision-making down to the lowest competent level to increase efficiency. The City Manager's office leads the effort to communicate with all the staff current issues facing the City.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • The Fire Department has completed two of four Fire Station relocations. The remaining two stations will be relocated this year (2009). • A modular training tower is being designed and erected at the Wildcat Hill Wastewater Treatment plant. • The Fire Department Program/Project Management continues to empower employees by allowing them to manage critical areas of the department. • Police officers & supervisors attend Beat meetings with other COF employees to identify neighborhood issues and concerns and develop plans to solve problems. Development of Compstat Crime Analysis to identify criminal patterns and assist in developing strategies. • Police communication shift meetings are used as a conduit for in-service training and problem identification. 	All

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Utilize the PRIDE Block Watch Program as a forum to promote and nurture a partnership of shared responsibility and trust with Police, Fire, government and residents and to identify and address issues that are adverse to public safety and quality of life.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Approximately 130 Block Watch meetings were held by the Police Department with 41 Block Watch Groups. • Block Watch Captains Meetings were held quarterly. • Two Citizen Police Academies were held, with approximately 70 people graduating. • Citizen police patrols have been formed and utilized in the Siler Homes neighborhood. • Police Department continued the Crime Free Hotel/Motel program to educate innkeepers as to how to better protect their establishments and create a network for sharing information on current criminal activity. • The Police Department continued to train and develop Crisis Incident Teams (CIT) to more effectively deal with the mentally ill. Fifteen police employees are now trained in the program. Regular meetings occur between the Police Department and mental health providers. All police officers and dispatchers have received 4 hours of introductory training to CIT and the SMART card programs. In addition, NARBA received funding so CIT Officers can refer a mentally ill person to a mental health provider 24/7. • Implemented the “Smart Card” program in concert with CIT in order to improve the safety of our disabled citizens. • Officers worked closely with The Guidance Center to develop protocols for the Intake Triage Unit which opened in August 2007. 	All
	<p>Continue participation in after school programs as well as those during school hours that offer opportunities for education, mentoring and value building.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • The DARE and GREAT programs continue as the primary prevention programs in the public schools. • “Adopt a School” program continued this year, where each officer was assigned a school in his or her beat to devote special attention by conducting close patrols and working closely with staff and students. • Police have held regularly scheduled meetings with high school and middle school administrators for the purpose of sharing information on potential gang activity. • Several gang and drug educational presentations were given to school teachers. • Officers worked closely with the Safe Kids Coalition to present several bicycle rodeos. 	Police Fire Parks & Recreation

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Continue partnering of Police, Fire and Parks & Recreation in joint ventures such as Teen Night, the Teen Leadership Academy, GREAT Camp, Grad Night, and other positive youth programs.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • The Fire Department Public Education clown program completed fire safety shows to 12 elementary schools. • The Dare and Great programs continue as the primary prevention programs in the public schools. • The Police and Fire Department served on the Victim Witness DUI Impact Panel sponsored by Coconino County. • Jam Zones, Celebrate Youth Day, and National Night Out were examples of programs completed with other City Departments. • Police personnel administered the very successful annual Christmas Toy drive. • An Officer attends the peer driven Teen Court administered by the Juvenile Court. • Officers assist Parks and Recreation with the annual Grad Night to provide positive and safe activities for graduating High School Seniors. • Planning has started for two GREAT summer camps for Middle School students to be held this summer. 	<p>Parks & Recreation Courts Coconino County Police Fire</p>
	<p>Review Park security issues, as well as the impact of alcohol on Park Use and Permit Policies.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Parks are constantly monitored for violations and compliance. • Permits are scrutinized to ensure adequate security and compatibility. • Police in partnership with East side merchants attempted to gain compliance from liquor stores on Fourth Street not to sell alcohol to public intoxicants. One business voluntarily removed over 4000 bottles of liquor and reported success in reducing criminal activity in the vicinity with no detrimental impact in overall revenue. • The Police Department instituted a Park and Urban Trail program where volunteers help patrol these areas and call in suspicious activity. Volunteers have also assisted with handicap parking enforcement and graffiti eradication efforts. • Police Officers teamed with Parks and Rec employees to provide crime prevention and safety materials to youth attending the summer “Movies on the Square”. • The Fire Department Prevention Division continues to regulate fire use in parks during the wildfire season 	<p>Police Parks & Recreation Fire</p>

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Continue participation in United Way partnerships such as the Sunnyside and Southside Neighborhood Associations, Success by Six, and Weed & Seed to address social issues and foster neighborhood responsibility.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Police officers participate in many neighborhood based projects such as “Wood for Warmth” community clean up projects, numerous celebration events and assist in home restoration projects. • Police maintain representatives on the Weed & Seed, Sunnyside and Southside Neighborhood Association Boards. 	All
	<p>Use every opportunity and community forum to educate residents of their responsibility to contribute to the well being of their neighborhood, community and country, by participating in the identification and resolution of those social and economic issues that adversely affect crime, the fear of crime, public health and overall quality of life.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • The Police Department continues to offer, or are willing participate in, an array of forums to communicate the Mission of the Department and the City. • Homeland Security and related issues continue to be a priority of the Police and Fire Departments. • Police personnel continued to foster relationships with the local builders associations through “Project Nail-Em” in an ongoing effort to reduce theft of construction materials and tools. • The Fire Department completed 2000 commercial occupancy inspections. • The Fire Department will continue to pursue grants, contracts, donations, and reimbursements to enhance public safety. • The Fuel Management Division of the Fire Department completed 43 Public outreach presentations. • The Fire Department tested and maintained 3000 City fire hydrants to insure operability and compliance with ISO standards. • The Fire Department completed annual pump testing on all apparatus with water pumping capability. 	All

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Staff, train and equip City Public Safety to contend with the realized demand for service within the community.</p> <p>FY2008 Status Update:</p> <ul style="list-style-type: none"> • The Fire Department trained three (5) additional personnel as Technical Rescue Technicians. • The Fire Department has received, and has deployed a state Heavy Rescue Unit through a Homeland Security Grant in the amount of \$940,000. • One additional Inspector was added to the Fire Department as part of the keeping up with workload due to growth. • The Communication Center continues to explore creative options to improve the recruitment, training and retention of staff. A salary adjustment was implemented in September 2007 in the hopes of improving both recruitment and retention in the Center. • A salary adjustment was implemented in November 2007 for Police records personnel to allow the police department to remain more competitive within the City for like jobs that don't require shift work. • A Police recruitment and Retention Committee has been established to explore issues related to retention such as affordable housing programs and similar initiatives. • Police Officers broadcast a weekly safety or crime prevention message via local TV and radio stations. 	<p>Fire Police</p>

GOAL STATEMENT PUBLIC SAFETY	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Adequately respond to realize demand for emergency services and prepare for the potential demands associated with disaster management.</p> <p>FY2008 Status Update:</p> <p>Police and Fire Departments in conjunction with the Coconino County Local Emergency Planning Committee, have instituted an Emergency Operations Center committee to define future needs for the EOC.</p> <ul style="list-style-type: none"> • The Police and Fire Departments are working in concert with the Ponderosa Fire Advisory Council (PFAC) to develop a Wildland Fire Emergency Operation Plan for the greater Flagstaff area. • The Fire Department hosted a Special Operations deployment exercise at the Grand Canyon on September 2007. The event showcased Special Operations apparatus, equipment, and teams with the State. • The Emergency Operations Center (EOC) conducted 3 continuing education drills. • The Fire Department conducted a simulated high-rise fire drill with area partners and local law enforcement at NAU. • The Police Department received a Homeland Security grant to send one additional bomb technician through advanced training. • The Police Department continues to maintain a very active core group of 23 volunteers. These citizens perform a variety of police functions such as conducting the Citizen radar program, handicap parking enforcement and graffiti eradication. The Police Department will attempt to strengthen this program by requesting a Volunteer Coordinator in the FY09 budget. <p>* Police continue their partnership with the Sheriff's Office in the development and training of Community Emergency Response Teams (CERT). Approximately 300 citizens have been trained thus far, with quarterly meetings being held to insure graduates remain prepared to respond in event of an emergency.</p>	All

QUALITY OF LIFE

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>To enhance the quality of life for our community, we will assure comprehensive programs that allow for balanced resource development and protection, that include cultural components that cross generational boundaries and strive to create cost effective and proactive approaches to meet the social, physical and economic needs of our citizenry as we celebrate Flagstaff's heritage, diversity and vast aesthetic appeal.</p> <p>Consideration will be given to quality of life preservation and enhancement in all City actions and appropriations towards open space, neighborhood and historical preservation, land acquisition, facility and park development, environmental impact and controls, view shed retention and other community identified values in order to retain the essential and appropriate balance when considering issues related to growth and development and the related economic implications.</p>	<p>Environment: Continue to support and expand our successful community wide recycling program and increase the number of businesses participating in the program. Increase the materials being diverted from the landfill by expanding the types of materials accepted for recycling as markets are developed and work to develop a municipal composting program.</p> <p>FY 2008 Status Update: The City added more commercial recycling accounts this year and continues to grow in tonnage volume. We lost the recycling tonnage from Prescott when they canceled our IGA, however through increased sales efforts, we are beginning to make up the lost tonnage. Work continues on researching the financial feasibility of a municipal composting effort, including feedstock and marketability studies and operation options.</p> <p>Staff continues to explore additional recycling markets to capture more of the recyclable material available in Flagstaff. Staff are also working to identify areas of the city with high and low percentages of contamination and consider recognition of areas with low percentages of contamination and do intensive education and outreach for areas with high contamination.</p> <p>Environment: Continue to support and fund the fuel management efforts in cooperation with our regional partners.</p> <p>FY 2008 Status Update: See Public Safety</p>	<p>Environmental Services, Sustainability and Environmental Management</p> <p>Fire Department</p>

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
<p>Discussion: The City will incorporate the responsibility for enhancing quality of life as a component of every policy decision, appropriation, and governmental initiative and will always strive for a balance between growth, economic development and quality of life.</p>	<p>Environment: Continue to develop water resources in a manner consistent with long-term needs and resource sustainability as well as continue to develop and implement cooperative agreements with regional partners.</p> <p>Expand the use of reclaimed water resources throughout the community and continue to educate our community of the value of our water resources so that we can all make educated resource decisions.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • A new water and wastewater rate structure was approved by the City Council that included an impact fee for the purchase of Red Gap Ranch and an additional tier for the water conservation rate structure to provide more incentive for conservation. • Value engineering has been completed and design is being finalized for the Wildcat Hill wastewater improvement project that will improve water quality at the Wildcat Hill Plant to A+ reclaimed water and allow both plants to supply the City's main system. Construction will start in Spring of 2007. • The Bureau of Reclamation completed the Appraisal Study for the North Central Arizona Water Supply Study and it is anticipated to go on to the feasibility phase this year. • A grazing lease has been advertised and is anticipated to be awarded for the management of Red Gap Ranch 	<p>Utilities</p>
<p>We will recognize the diversity of our community both culturally and generationally and will strive to preserve the aesthetic values and well as our environment while promoting citizen awareness and participation.</p>	<p>Neighborhoods: Through the newly formed Sustainability Commission (formerly Clean and Green Committee), we will continue to listen to our citizen representatives and develop on-the-ground neighborhood conservation efforts.</p> <p>FY 2008 Status Update: The Sustainability Commission has been formed and they are working on various community issues and projects including the City's Sustainability Plan and an improved Earth Day celebration including a service project, lectures, informational booths, and interactive activities.</p> <p>The Brownfield Land Recycling Program is continuing with an EPA grant for the Route 66 Corridor and an ADEQ grant for the Phoenix Avenue property. Staff collaborated with other municipalities, contractors and the National Brownfield Association to form an Arizona Chapter of the National Brownfield Association.</p> <p>Environmental Code Enforcement is continuing cooperation with FPD to remove abandoned vehicles and will continue efforts to ensure timely removal of snow and cinders on sidewalks. In addition, Adopt-An-Avenue groups continue to join the program, providing more community and neighborhood clean-ups.</p>	<p>Sustainability and Environmental Management</p>

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Cultural Heritage: Continue to serve as a repository for our community's media based historic materials.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Staff continues to add historic materials to the library collections. 	Library
	<p>Youth & Elderly: Continue to invest in out-of-school services and programs for children; preteen and teen service opportunities, skill development, and diversion, adaptive recreation programs, inclusive recreation programs, and services for senior citizens.</p> <p>Pursue multi-use/multi-generational recreation facility construction and program enhancement to meet citizen needs as established in the Master Plan and future bond initiatives.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Core programming continues with additional opportunities for partnerships explored to supplement offerings. • Implemented additional programs as allocated in FY08 budget. • Increased City's funding of FACTS out-of-school program. • Aquatic/Multi-generational Center 2004 Bond Project (The Flagstaff Aquaplex) construction initiated in spring 2007. 	Parks & Recreation
	<p>Youth & Elderly: Continue to provide a wide variety of youth and elderly services and will continue to develop it technical, multi-media format of service delivery.</p> <p>Staff will work to secure grant funding to improve technology based information systems and programming.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Funding has been secured to provide after school and Family Learning and Literacy programs. • Outreach Services is developing a project to provide more services to the elderly. 	Library

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Parks & Recreation: Through completion of the '96 bond initiative, residents and visitors benefit from parks and recreation facilities, which offer improved amenities that promote quality of life through physical, social, and instructional programming.</p> <p>Community-wide priorities will be reviewed and selected through Master Plan updates for development and inclusion in future bond initiatives.</p> <p>FY 2008 Status Update: 1996 Bond Projects:</p> <ul style="list-style-type: none"> • The Thorpe Park Improvement Project was the last of the 1996 Bond projects. Construction began in spring 2006. Project was completed in summer 2007. <p>2004 Bond Projects:</p> <ul style="list-style-type: none"> • Aquatic Center and Multi-Generational Center (Flagstaff Aquaplex) • Lake Mary Park – Phase II land acquisition (and two other smaller parcels). • Completed Adult Center Renovation Project. 	Parks & Recreation & Community Development
	<p>Events and Image: Continue to improve the quality of special events for residents and visitors compatible with the image and marketing of Flagstaff as a home and destination.</p> <p>Staff will continue teamwork with community partners to market and produce seasons of celebration, consistent with appropriate Flagstaff images.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Parks and Recreation continues to provide year-round special events through the Community Events program area. This office also processes special event permits for outside organizations to provide special events. • Initiated second phase of “Winter Wonderland” holiday décor throughout Flagstaff. • Banner display in the Downtown area continues to inform residents and visitors of upcoming community events. • CVB produces a Calendar of Events brochure highlighting the special events in Flagstaff. It is available to residents and visitors throughout the state. In their seasonal marketing efforts, the Flagstaff CVB lists various special events in print publications, radio, website, etc. 	Parks & Recreation CVB Planning

GOAL STATEMENT QUALITY OF LIFE	FY 2009 AND FUTURE WORK PROGRAM STRATEGIES	RESPONSIBILITY
	<p>Parks and Recreation: Continue to improve and protect outdoor public recreation resources through education and interaction with park and trail users.</p> <p>Explore the possibility of park ranger program through use of both paid staff and volunteers.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • Park Ranger programs would still be beneficial to meet this goal. No paid positions have been pursued due to budget conditions. • The P.O.S.T. Volunteer Program (Parks, Open Spaces and Trails) was initiated in the summer of 2007. 	Parks & Recreation
	<p>Parks and Recreation: Through the use of available technology, manage botanical and archeological park resources.</p> <p>Expand use of GIS/GPS technology to create and maintain resource databases and adopt strategic management plans for tree, weed, and archaeological programs.</p> <p>FY 2008 Status Update:</p> <ul style="list-style-type: none"> • All tree and weed inventory databases were lost in the hardware “crash”. Staffing levels are not such that regeneration of this information is possible at this time. FY09 budget proposal will address this need with request of a permanent Inventory Management Specialist (Maintenance Worker III) that would oversee the Natural Resources/Open Spaces Division in a proposed Parks re-organization. 	Parks & Recreation

GLOSSARY

ACCRUAL BASIS OF ACCOUNTING – A method of accounting in which revenues are recorded when measurable and earned, and expenditures (or expenses) are recognized when a good or service is used.

ACTIVITY – The purpose/activity or group of sub-activities within a function/program for which the city is responsible.

ADOPTED BUDGET – Formal action made by City Council that sets the spending limits for the fiscal year.

ALLOCATION – Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS – Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

APP – Aquifer Protection Permit

APPROPRIATION – An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance.

ARB – Accident Review Board – A committee comprised of City Employees from various departments designated to review employee accidents that result in property damage.

ASSESSED VALUATION – A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes. (Primary or Secondary)

BALANCED BUDGET – A budget in which current revenues equal current expenditures. The State or local government may set the legal requirements for a balanced budget.

BOND – A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specific rate.

BOND FUNDS – Are used to account for the purchase or construction of major capital facilities that are not financed by other funds. The use of bond funds is necessary to demonstrate that bond proceeds are spent only in amounts and for purposes authorized.

BONDS PROCEEDS – Debt issuances derived from the sale of bonds for the purpose of constructing major capital facilities.

BUDGET – A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

BUDGETARY CONTROL – The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

BUDGET MESSAGE – The opening section of the budget that provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

CAPITAL – Those items valued over \$5,000 with a life expectancy of at least three years.

CAPITAL IMPROVEMENT PROGRAM BUDGET – The appropriation of bonds or operating revenue for improvements to city facilities including buildings, streets, water and sewer lines, and parks.

CAPITAL OUTLAY – Expenditures that result in the acquisition of or addition to fixed assets.

CAPITAL PROJECT – Any project having assets of significant value and having a useful life of three years or over. Capital projects include the purchase of land for design, engineering and construction of buildings and infrastructure items such as streets, bridges, drainage, street lighting, water system, etc. Capital projects are permanent attachments intended to remain to the land.

CARRYFORWARD – Any equipment, contractual, commodity, or capital project that has been previously approved by the Mayor and Council but for various reasons has not been implemented on schedule. Under the State laws and generally accepted accounting principals only those costs relating to work actually done on or before the last day of the fiscal year can be reflected on the financial statements of that fiscal year. To avoid having to charge the project costs estimated to be incurred in a subsequent fiscal year as an unbudgeted item for that year and, therefore, a violation of State budget law, such project and the associated projected costs are included in the subsequent year's budget.

COMMODITIES – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

COMMUNITY DEVELOPMENT DEPARTMENT – Refers to the following group of Divisions: Community Development Administration, Building Inspection, Engineering, Planning, Urban Design, Housing and Community Services, Metropolitan Planning Organization, Arts & Science, Drainage and Transportation.

CONTINGENCY – Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

CONTRACTUAL SERVICES – Contracted service used for operating or construction activities. Examples include Legal Fees, Postage & Freight, Rents, Utilities, and Debt Service costs.

COST CENTER – An organizational budget and/or operating unit within each City division or department.

DEBT SERVICE – Payment of principal, interest, and related service charges on obligations resulting from the issuance of bonds.

DEBT SERVICE FUND REQUIREMENTS – The amounts of revenue that must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

DEPARTMENT – A major administrative division of the City that indicates overall management responsibility for an operation or group of related operations within a functional area.

EMT - Executive Management Team - Team members selected from throughout the organization to participate in process improvement regarding organizational development.

ENCUMBRANCES – Obligations in the form of purchase orders, or contracts, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbered when the obligations are paid or otherwise liquidated.

ENTERPRISE FUND – An Accounting entity established to account for the acquisition, operation and maintenance of governmental facilities, and services which are entirely or predominately self-supporting.

ESTIMATED REVENUE – The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/EXPENSE – This term refers to the outflow of funds paid for an asset obtained or goods and services obtained.

EXPENDITURE LIMITATION – The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission based on population growth and inflation sets this limit.

FISCAL YEAR – A 12-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. For the City of Flagstaff, it is July 1, through June 30.

FIT – Flagstaff Interagency Taskforce for Safe Housing – an interagency team with the purpose of identifying and correcting unsafe housing and living conditions in the Flagstaff area.

FIXED ASSETS – Assets of a long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND – An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE – Fund balance is the excess of assets over liabilities and reserves and is, therefore, also known as surplus funds.

FUNDS CARRIED FORWARD – The balance of operating funds brought forward from prior years.

GENERAL ADMINISTRATION DEPARTMENT – Refers to the following group of Divisions: City Manager, City Clerk, Capital Management, Law, City Court, Tourism Administration, and Visitor Services.

GENERAL FUND – A fund used to account for all general-purpose transactions of the City that do not require a special type of fund.

GENERAL GOVERNMENT REVENUE – The revenues of a government other than those derived from and retained in an enterprise fund.

GENERAL OBLIGATION BONDS – (G.O.) Bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes.

GOAL – A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless; that is, it is not concerned with a specific achievement in a specific time period.

GRANT – A contribution by the state or federal government or other agency to support a particular function.

INTERFUND TRANSFER – Amounts transferred from one fund to another.

MANAGEMENT SERVICES DEPARTMENT – Refers to the following group of Divisions: Human Resources, Information Services, Management Services Administration, Finance/Budget, Sales Tax & Licensing, and Library division.

MODIFIED ACCRUAL ACCOUNTING – Basis of accounting required for use by governmental funds in which revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred.

NON-DEPARTMENTAL – Refers to the following Divisions: Contributions to Other Agencies, G.O.B.-Debt Service, Council & Commissions, Non-Departmental, Real Estate Proceeds, Firemen's Pension, Special Assessments and Transit.

NON-RECURRING REVENUE – Revenue which is a one-time receipt or which is not received on a continual basis.

NRFP – North Reservoir Filtration Plant

OBJECTIVES – A statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.

OPERATING BUDGET – A budget for general expenditures such as salaries, utilities, and supplies.

OPERATING REVENUE – Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures.

OUTSIDE AGENCIES – Refers to organizations, which are not associated with or can be allocated to any particular Department.

PERFORMANCE INDICATORS – Measures used to evaluate the performance of a program or activity. Effectiveness and efficiency are two types of "outcome" performance indicators.

PERSONAL SERVICES – All employers costs related to compensating employees of the City of Flagstaff, including employee fringe benefit costs such as City portion of retirement, social security, and health and industrial insurance.

PERSONNEL SERVICES – Expenditures for salaries, wages and fringe benefits of a government's employees.

PIT – Project Implementation Team – A team comprised of City employees to ensure that the Capital Improvement Project process is expedient with the goal of getting work done in a timely manner and within the appropriated budget.

POLICE DEPARTMENT – Refers to both Police and Police Grant Divisions.

PRIMARY TAXES & VALUES – Primary or "limited" values are used to calculate primary property taxes which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities and state government. Primary values and taxes are both "limited" as to how much they can increase if no changes have been made to the property.

PROGRAM – A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

PROPERTY TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

PRV – Pressure reduction valve

PUBLIC WORKS DEPARTMENT – Refers to the following Divisions: Airport, Facilities Maintenance, Cemetery, Mechanical Shop, Parks and Recreation, Environmental Services and Streets.

PURCHASED CAPITAL OUTLAY – Acquisition of any item of capital that is complete in and of itself when it is purchased.

RECURRING REVENUES – Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESERVES – Account that records a portion of the fund equity that must be segregated for some future use and that is, therefore, not available for further appropriation or expenditure.

RESTRICTED REVENUES – Are legally restricted for a specific purpose by the Federal, State, and local government.

REVENUES – Amounts estimated to be received from taxes and other sources during the fiscal year.

SECONDARY PROPERTY TAXES – Ad valorem taxes or special property assessments used to pay the principal and interest charges on any bonded indebtedness or other lawful long-term obligation issued or incurred for a specific purpose by a municipality.

SECONDARY TAXES & VALUES – Secondary, or "full cash" values are synonymous to market values. They are used to calculate secondary property taxes to support voter-approved budget overrides, bond issues and other debt service, such as special districts.

SPECIAL REVENUE FUND - Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

STREET AND HIGHWAY BONDS – Bonds that are secured by the City's Highway User Revenues and used for the construction of street, highway and related capital projects.

TAX LEVY – The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE – The amount of tax levied for each \$100 of assessed valuation.

URBAN DESIGN – Refers to the following group of Divisions: Beautification-General Administration, Streetscape, Flagstaff Urban Trails System, Rehabilitation Projects, and Reserve-Beautification.

UTILITIES DEPARTMENT – Refers to the following Divisions: Betterments & Improvements Water District, Betterments & Improvements Water Production, Debt Service-Sewer, Debt Service-Water, Lake Mary Water Plant, Meter Reading, North Reservoirs, Utilities Administration, Wastewater Collection, Wastewater Collection Improvements, Wastewater Monitoring, Wastewater Treatment Improvements, Wastewater Treatment Plant, Water Distribution System, Woody Mountain Wells, and Reclaimed Plant.

ACRONYMS

<u>Acronym</u>	<u>Description</u>
ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOC	Arizona Department of Commerce
ADOT	Arizona Department of Transportation
ADWR	Arizona Department Water Resources
ALS	Advance Life Support
AOC	Administrative Office of the Courts
AOT	Arizona State Office of Tourism
APSES	Arizona Public Service Environmental Services
ARFF	Aircraft Rescue and Firefighting
ARS	Arizona Revised Statutes
ASE	Automotive Service Excellence
ATP	Administrative/Technical Personnel
ATV	All Terrain Vehicle
AWWA	American Water Works Association
BBB	Bed, Board, and Booze Tax
BLS	Basic Life Support
BMP	Best Management Practices
BNSF	Burlington Northern Santa Fe Railroad Company
CAD	Computer Assisted Drafting
CAFR	Comprehension Annual Financial Report
CAPER	Consolidated Annual Performance Evaluation Report
CCC	Coconino Community College
CCCY	Coconino Coalition for Children and Youth
CCSO	Coconino County Sheriff's Office
CD	Community Development
CDBG	Community Development Block Grant
C.E.R.T.	Citizen Emergency Response Teams
CID	Capital Improvement Division
CIP	Capital Improvement Plan/Projects
CMS	Case Management System
COL	Cost of Living
CPM	Center for Performance Measurement
CSI	Construction Specifications Institute
CSR	Customer Service Representative
CTAC	Citizens Transportation Advisory Committee
CVB	Convention and Visitor Bureau
CY	Calendar Year
DBA	Downtown Business Alliance
DBM	Decision Band Method
DES	Department of Economic Security
DOJ	Department of Justice
DPS	Department of Public Safety
DRB	Development Review Board
DUI	Driving Under the Influence
EAC	Employee Advisory Committee
EEO/AA	Equal Employment Opportunity / Affirmative Action
EOC	Emergency Operations Center
ERU	Equivalent Runoff Unit
FAA	Federal Aviation Administration
FAM	Familiarization Tour
FARE	Fines/Fees and Restitution Enforcement Program
FBI	Federal Bureau of Investigation
FCP	Flagstaff Cultural Partners
FEMA	Federal Emergency Management Agency
FHA	Flagstaff Housing Authority

ACRONYMS

<u>Acronym</u>	<u>Description</u>
FHS	Flagstaff High School
FHWA	Federal Highway Administration
FMLA	Family Medical Leave Act
FMPO	Flagstaff Metropolitan Planning Organization
FPD	Flagstaff Police Department
FRC	Flagstaff Recreation Center
FSO	Flagstaff Symphony Orchestra
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FUSD	Flagstaff Unified School District
FUTS	Flagstaff Urban Trail System
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFEC	Greater Flagstaff Economic Council
GFFP	Greater Flagstaff Forest Partnership
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMBA	Government Management and Budgetary Accounting
GO	General Obligation
GREAT	Gang Resistance Education and Training
GSA	Government Services Administration
HASTC	High Altitude Sports Training Complex
HHPPC	Household Hazardous Products Collection Center
HIPAA	Health Insurance Portability and Accountability Act
HRM	Hotel/Restaurant Management
HUD	Housing and Urban Development
HURF	Highway User Revenue Fund
ICMA	International City/County Management Association
IGA	Intergovernmental Agreement
ICSC	International Centre for Sustainable Cities
IDIS	Integrated Disbursement Information System
ISO	Insurance Service Organization
ISTEA	Intermodal Surface Transportation Efficiency
IT	Information Technology
JCEF	Judicial Collection Enhancement Fund
J.T.T.F.	Joint Terrorism Task Force
LAN	Local Area Network
LDC	Land Development Code
LEAF	Law Enforcement Administrative Facility
LEED	Leadership in Energy and Environment Design
LEPC	Local Emergency Planning Committee
LERRDS	Lands, Easements, Rights-of-way, Relocations, and Disposals
LLEBG	Local Law Enforcement Block Grant
LMWTP	Lake Mary Water Treatment Plant
LTAF	Local Transportation Assistance Funds
LTCS	Lone Tree Corridor Study
MAS	Minimum Accounting Standards
MDC	Mobile Data Computers
MFC	Municipal Facilities Corporation
MIS	Management Information Systems
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MRF	Materials Recovery Facility
MSW	Municipal Solid Waste
NACOG	Northern Arizona Council of Government

ACRONYMS

<u>Acronym</u>	<u>Description</u>
NAIPTA	Northern Arizona Intergovernmental Public Transit Authority
NAMC	Northern Arizona Marketing Coalition
NAPEBT	Northern Arizona Public Employees Benefit Trust
NATBI	Northern Arizona Technology and Business Incubator
NAU	Northern Arizona University
NAUPD	Northern Arizona University Police Department
ND	Non-Departmental
NFPA	National Fire Protection Association
NPDES	National Pollutant Discharge Elimination System
NSF	Non Sufficient Funds
O&M	Operations and Maintenance
OD	Organizational Development
OMB	Office of Management and Budget
OSHA	Occupational, Safety, and Health Administration
P&Z	Planning and Zoning
PC	Personal Computer
PFAC	Ponderosa Fire Advisory Council
PFC	Passenger Facility Charge
PIO	Public Information Officer
POPTAC	Population Technical Advisory Committee
POTW	Public Owned Treatment Works
PR	Public Relations
PW	Public Works
RFP	Request for Proposal
ROW	Right of Way
RPI	Rural Policy Institute
RSL	Revised Service Level
SCADA	Supervisory and Control Data Acquisition
SID	Special Improvement District
STS	Safe-to-School
SUV	Sport Utility Vehicle
TCEF	Traffic Citation Progressive Fund
TEA-21	Transportation Equity Act for the 21st Century
TIP	Tax Intercept Program
TND	Traditional Neighborhood Design
UCR	Uniform Crime Report
USACE	United States Army Corp of Engineers
USDOT	United States Department of Transportation
USFS	United States Forest Service
USGBC	United States Green Building Council
USGS	United States Geological Survey
VC	Visitor Center
VRC	Vacancy Review Committee
WIFA	Water Infrastructure Financing Authority
WMD	Weapons of Mass Destruction